
MANAGING PROFESSIONAL NETWORK

Case: HämePro -network



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ABSTRACT

The purpose of the thesis was to find suggestions and recommendations for the HämePro -network management and development, so that the network could be more active and function more widely in the future. The customer of the thesis, the Regional Council of Häme, is the leader of the HämePro -network. The network consists of the regional development organisations from Kanta-Häme region and it is an unofficial expert network, which main task until now has been the participating to the regional strategy work. The network was found in 2007 for the strategy work at that time but in 2009-2011 the operations got down until the network was activated again lately. So the target for the thesis was to find operation suggestions for the network to avoid these troubled waters.

The answers for the objectives were started to find out through examining the theory which consisted of the networking in general and the network management and essential issues according to these. Also there was executed a questionnaire survey to the HämePro -network actors and the leader of the network was interviewed for gathering the background material.

When observing the network background and current situation and reflecting that to the theoretical literature, there were found four main recommendations to develop the network actions and guaranteeing the functionality. The recommendations were creating a present state analysis, executing an operations model together with the actors, discussions with the actors about the network structure and possible updating; for example inviting new members, and also building a web based platform which essentially includes the producing of the foresight information that is strongly connected to the regional development.

Keywords Network, network management, network development, collaboration, regional development

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TIIVISTELMÄ

Opinnäytetyön tavoitteena oli löytää suosituksia ja ehdotuksia HämePro -verkoston johtamista ja kehittämistä varten, jotta verkosto voisi tulevaisuudessa olla aktiivisempi ja toimia laajemmin. Opinnäytetyön tilaaja, Hämeen liitto, toimii HämePro -verkoston vetäjänä. Verkoston on kantahämäläisistä aluekehittäjäorganisaatioista koostuva epävirallinen asiantuntijaverkosto, jonka päätehtävänä tähän asti on ollut osallistua maakunnan strategiatyöhön. Verkosto on perustettu vuonna 2007 silloista strategiatyötä varten mutta toiminta hiipui vuosien 2009–2011 aikana ennen kuin se sittemmin aktivoitiin. Opinnäytetyön tavoitteena oli siis löytää toimintaehdotuksia joiden avulla verkosto voisi välttää suvantovaiheet.

Tavoitteisiin lähdettiin etsimään vastauksia teorian kautta, joka koostui yleisesti verkostotoiminnasta sekä verkoston johtamisesta ja näihin olennaisesti liittyvistä asioista. Lisäksi HämePro -verkoston toimijoille toteutettiin kysely ja verkoston vetäjää haastateltiin taustamateriaalia varten.

HämePro -verkoston taustoja ja nykyhetkeä tarkasteltaessa sekä peilattaessa siihen teoreettista kirjallisuutta, löydettiin verkoston toiminnan kehittämiseksi ja toimivuuden takaamiseksi neljä pääsuositusta. Suositukset olivat nykytila-analyysin toteuttaminen, toimintasuunnitelman laatiminen yhdessä verkoston toimijoiden kanssa, keskustelut toimijoiden kanssa verkoston rakenteen uudistamismahdollisuuksista kuten uusien jäsenten hankinta, sekä verkkopohjaisen alustan rakentaminen johon liittyy olennaisena osana aluekehittämiseen vahvasti sidoksissa oleva ennakointitiedon tuottaminen.

Avainsanat verkosto, verkoston johtaminen, verkoston kehittäminen, yhteistyö, aluekehittäminen

Sivut 67 s. + liitteet 6 s.

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“When the best leader's work is done the people say, 'We did it ourselves.'“

Lao Tzu

“If we do not hang together, we will all hang separately.”

Benjamin Franklin

“Competition has been shown to be useful up to a certain point and no further, but cooperation, which is the thing we must strive for today, begins where competition leaves off.”

Franklin D. Roosevelt



1 INTRODUCTION

The networking has generalized increasingly in last few years and it is getting more and more general among the regional development also. In the regional development circles the networking could still be described quite new form of working but the benefits and new resources through networks have been noticed and they have started to be utilized. It has also been observed that by networking it is possible to add the regional competitiveness level for example when trying to attract new companies or new habitants to the region.

The regional development as a concept is very wide and it includes many sub categories and directions; in this thesis the regional development is only handled and examined from the networking perspective. Because the target group of the thesis is a network that consists of the regional development organisations it has been seen very essential to observe how the networks function in the regions. Often when speaking about the networks is meant the business networks created by the companies, so it is important to make difference between these kinds of private sector networks and public sector networks.

The thesis will give a general description of what the networking is and what kinds of network models and forms there exist. Also one essential part of the networking as any kind of collaboration activities, are the risks and challenges; also these have been discovered to create the big picture of the networking. Because the objectives are connected to the network development and the target was to find suggestions and recommendations to the operations so that the network would be more active in the future, the examination of this question brought up the result that all of this is included to the network management and network manager's role and actions. Thus the network management has been applied and described more intensively as well as the roles of the network manager and other network actors.

It is also important to observe and scan the environment and other possibilities and opportunities. For defining this thesis' target group, the HämePro -network and its future visions and goals, it was also discovered other networks that have similar features than the HämePro -network. It was thought that the HämePro -network manager and the actors of the HämePro -network could find some ideas and tips from the structures and operations of these examples.

The results of the thesis; the recommendations and suggestions have been listed for the network manager's and the actor's to use. They have been thought to be the further steps after handing this work to the thesis customer. It is also wished that this thesis could give guidance for its target group in the developing activities but also for the other regional and why not other types of networks too.

2 BACKGROUND

In 2007 the Regional Council of Häme started a large strategy process for the regional development. This is continuously one of the main tasks for the council. To get more efficient work done and to get more wide perspective the council invited the most important regional developers together to prepare the regional strategy. The strategy process was named as HäMePro and later while the work had started the network created by regional developers was called HämePro as well. The HämePro –network has been unofficial since its beginning and it does not have an official mandate to make decisions. After it was created, the HämePro –network had a few projects which included to the regional strategy- and future work but after that, in 2009-2011 there was a break in the HämePro –network cooperation. Of course the developers met each other elsewhere during this break but not particularly under the HämePro –name. In 2012 the network was activated again for an agile future work which was executed by three provinces; Kanta-Häme, Päijät-Häme and Uusimaa. The idea for the thesis came up while thinking how the HämePro –network could be activated and motivated to cooperate more and maybe more often and that there would not become breaks again. The HämePro -network, its history and current situation are introduced better in the section 3.

2.1 Thesis structure

Thesis structure consists of the introduction of the HämePro –network and the leader organisation, the thesis customer; the Regional Council of Häme. The theoretical framework is dealing networking in general and how the network is managed and developed. Networking is also viewed from the regional development perspective. The empirical part was executed by interviewing the leader of the HämePro –network for getting more information for the background and current situation. There was also made a questionnaire survey for the actors of the HämePro –network.

The objectives of the thesis were to create recommendation and suggestions for the HämePro –network management and development by discovering the network's past and current situation and reflecting the observations to the theoretical literature. The objective of the questionnaire survey was to find out actors' opinions and ideas of the cooperation and networking and also find out what they think about the concept of the HämePro –network and what it should and could be in the future. The customer of the thesis gave a request that the questionnaire survey should not burden the network actors too much. This request was taken into consideration while creating the questions for the interview and the questionnaire survey. Later in the thesis the results of the questionnaire survey are gone through by discussion. Also the HämePro –network has been observed by creating the SWOT-analysis. In the end is introduced the development suggestions and recommendations for the HämePro –network by reflection to the results and the theory. Also the conclusions of the work in general are presented.

In the figure 1 below is visualised the completeness and phases of empirical research.

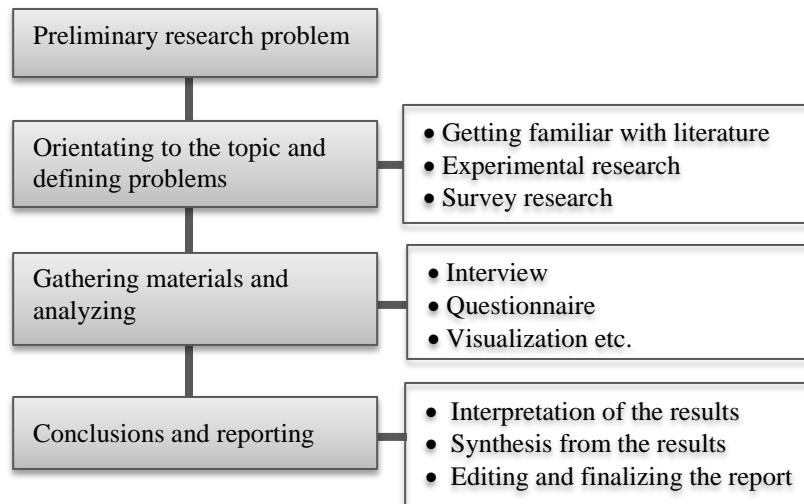


Figure 1 The completeness and phases of empirical research (adaptation from Hirsjärvi & Hurme, 2000, 14)

2.2 Research questions

The research target group, the HämePro –network had about 1,5 years slow phase in between 2009 to 2011 and was brought up in the action again in 2012. This information rose up the question about how to motivate and develop the network to become more active and organised. And then was started to think the direction of the examination to find the solution for this. The observing brought up the following research questions.

The research questions are divided in three:

1. What does networking mean?
2. How the professional development network can be managed?
3. What development suggestion rises up for the HämePro -network?

For finding the answers and solutions for these research questions the theoretical literature has been examined and the actions of the HämePro –network has been observed; what has really been done and how.

2.3 Regional Council of Häme

The thesis customer, the Regional Council of Häme is owned by the municipalities in Kanta-Häme region. The Regional Council does not have end customers, more likely the operational relationships are partnerships and cooperation with municipalities, regional developers and Finnish government. The mission and task of the Regional Council of Häme is to promote the regional

development together with province municipalities, local businesses and civil servants and also with other development partners.

The Regional Council of Häme gathers the political will of the region and starts and motivates the cooperation inside the region. It supervises the benefits and makes the region internationally known. Probably one of the most meaningful tasks is gathering the regional development strategy to the regional plan with development networks. The Regional Council is also strongly foreseeing the future from different angles. Other tasks include for example landscape planning and programme planning. Developing is executed with the aid of national and European programmes for example European Social Funding and European Regional Development Funding. The Regional Council has also close cooperation with local members of parliament and local chapters of political organisations. One of the Regional Council's aims is to improve the conditions of the entrepreneurs and entrepreneurship in the region, such as infrastructure, service provision both business and education and so to improve the employment situation in the area. (Hämeen liitto.)

3 HÄME PRO –NETWORK

During the years 2006-2007 the Regional Council of Häme invited the most important regional developers together to change experiences, knowledge, competences and ideas. This action was a basis for regional strategy process which was later on called as HäMePro. These regional developers started to have meetings and since then it has been called HämePro and it can be described as a network. In the HämePro -network belong the first or at least the second manager of the actor organisation. In this chapter will be introduced the history of the HämePro -network, how it got started, strategy work that has been done and then the current situation of the network. For the background information the vice executive director of the Regional Council of Häme, Matti Lipsanen, has been interviewed.

3.1 History of the HämePro -network

One of the most important parts of the starting the HämePro -network was the meetings the actors had. The meetings were organised with rotating chairmanship, so that the hosting organisation introduced and explained what their tasks were and with what kind of issues or e.g. projects they were working on at the moment. This was very successful because the actors may have been thinking that it is a truism what each of them are doing, but it was not like that. This kind of introductory meetings made the actors to realize the issue that some of them were actually doing the same kind of things. This was basically how the HämePro -network originally got started. (Lipsanen, interview 9.1.2013.)

Since the regional strategy is one of the main tasks of the Regional Council of Häme, it was natural that the leader of the HämePro –network was chosen to

be the regional council. The HämePro -network has been an unofficial network from its beginning. There has been discussions should the network have mandate but unofficiality has been seen a better option. The HämePro -network has been marked as information to the provincial government. There already exists MYR which is provincial alliance group, and it also does some development and this group has the official mandate to make decisions. This is one reason why the HämePro -network has been wanted to keep unofficial - otherwise these two groups might have some overlapping in the actions. The other reason is that the developing suggestions from the HämePro -network have been anyway taken into consideration in the official associations through the network actors. (Lipsanen, interview 1.9.2013.)

3.2 HämePro - work and strategy

In 2008 the HämePro -network assisted to write the regional strategy which also represented a will contract between the network actors. It was signed by all of the development organisations' representatives who wanted to show their interest in the common goal of the developing the region and also commit to the cooperation. The regional strategy was called the HämePro -strategy. The vision of the regional strategy was that people can and want to work and live in Kanta-Häme region. Each development organisation has their way to put this in practice. The functional goal was that the impressiveness of the developer's work in Kanta-Häme region gets better and shows up as an attraction factor in the national level.

The HämePro -network used an external consult in some points of the strategy work. There were made for example a few researches among the actor organisations. There was also executed a scenario work in 2008 to further finding the cutting edges of Kanta-Häme development. The results of the scenario work were four common themes of the strategy:

- prerequisites of habitation
- prerequisites of entrepreneurship
- roles of developers and actions in common fields
- strength from the common brand

From this basis were chosen two main themes to continue the strategy and development work in 2009. These themes were:

- operational precondition of enterprises: implementation of the will contract/strategy, follow-up and change
- prerequisites of habitation: starting "HämePro habitation" work/branding

The goal for 2009 was to create common opinions of the regional developers, the cutting edge of Kanta-Häme, to preface the democratic decisions, trusteeship and resource creation and also accelerate the operational regional development. These linings from the strategy work were brought to the regional

plan and regional programme and they have been implemented in action through these two papers. So, the network continued cooperation in 2009. In the meetings the agendas included issues and reports of the strategy, situation reports of the HämePro habitation work and also changes in the HämePro -network in general. The HämePro -network had also a strategy seminar where the responsibility roles, development tasks and communication issues were handled. (HämePro -strategia, 2008.) But in reality the dividing of the roles did not go so far (Lipsanen, interview 9.1.2013). One of the strategic goals of the HämePro -network was to get the networking of the regional development so fluent that the HämePro -strategy and network could be thought as a brand (HämePro -strategia, 2008). According to Lipsanen (interview 9.1.2013) this was quite succeed at least among the actors and cooperation partners of the network. The HämePro -network has risen up conversation and interest in colleagues and same type of actions exists around the country. Elsewhere is mostly talked about developer's network, in Kanta-Häme the network was given a name HämePro and this way promoted. (Lipsanen, interview 9.1.2013.)

As mentioned earlier, the HämePro -network does not have an official mandate to make decisions but the HämePro -strategy was made, except for the regional plan and programme, but also to be basis for the resourcing which again was made in the official documents such as organisational strategies and plans. The HämePro -network was mentioned to be a continuously regenerating, searching and finding quarter. The expertise of the HämePro -network has also been utilized for advice when making the funding programmes and reflecting of different kinds of regional programmes and works.

In the HämePro -strategy there was also speculation of the position of Kanta-Häme region and the possibility of dropping between the complex of the surrounding big cities or alternatively raising above them. This was the reason why the HämePro -network saw that the main issues needed crystallisation, more networking in the region and strengthening already existing networks, but also combining the knowledge and competences of the actors. It was also a plan to make the local management, media and companies to be aware of the HämePro -network existence. (HämePro strategia, 2008.)

3.3 HämePro –network today

After the collaboration work described earlier, in 2009-2010 the activity level of the HämePro -network got lower. Basically the network was not used in the same context at all and communication was done by email once in a while but quite rarely. The development organisations continued their cooperation and working as usual, but the actors were interested in the HämePro -network and they were regularly asking the situation and the future of the network. This interest started to be high in year 2011, when it had been a while since common actions. In that time continue of the network was not officially decided or agreed and the situation was more or less waiting the right task and time. (Lipsanen, interview 9.1.2013.)

In 2011-2012 Uusimaa region brought up a foresight project where were included two other regions, Kanta-Häme and Päijät-Häme. This rather agile foresight work, or study, was called Siivet ja Juuret (Eng. wings and roots) and the goal was to study and find the common vision of these three regions' future in different themes. This work and context was seen to be so close what the HämePro -network had done before, so the network was activated again, to join the future workshops. The actors were invited to the workshops to share their expertise, visions and opinions for the future development and plans. The results from the whole foresight study, common visions, which came from the future work, were:

- sustainable utilization of natural resources
 - sustainable lifestyle in different district zones (including living, cities, country side)
 - fluent and smart trip and transportation chains (including accessibility)
 - Cleantech-cluster business programme (including technology, power of generation)
 - knowledge and business programme/internationalization (Russia)
- (Siivet ja Juuret, 2013.)

These themes remind the former and still current regional programme's tops, which is based on the same regional strategy work that the HämePro -network was utilized before. Lipsanen (interview 9.1.2013) comments that it is interesting to see that from this kind of cooperation work as the HämePro -network had before, the areas of focus raised up already years ago and they are still relevant and sustainable. And also some megatrends that were mentioned in the HämePro -strategy are still counted with a few new topics such as natural resources and resource efficiency. This perhaps tells something about the level of the expertise of the HämePro -network actors and also the need for this kind of expert network.

For the 2013 strategy work the Regional Council of Häme decided to check the list of actors and update it before inviting the actors to work. Here is introduced the actor organisations of the HämePro -network in 2013:

- The Regional Council of Häme
- Häme Centre for Economic Development, Transport and Environment (representatives from the Economic Development and Environment)
- Uusimaa Centre for Economic Development, Transport and Environment (representatives from the Transport)
- Häme Development Centre Ltd.
- Technology Centre Innopark
- Forssa Region Development Centre Ltd.
- Yritysvoimala Oy
- Riihimäen Tilat ja Kehitys Oy
- HAMK University of Applied Sciences
- Tavastia Education Consortium
- Forssa Vocational Institute

- HYRIA Education
 - Agrifood Research Finland MTT
 - Palmenia Centre for Continuing Education (University of Helsinki)
 - Lammi Biological Station (University of Helsinki)
 - Häme Chamber of Commerce
 - Riihimäki-Hyvinkää Chamber of Commerce
- (Häme Ohjelma 2013.)

This is basically the same list of actors than it was a few years ago when the HämePro -network started its cooperation, but for additions to this work in 2013 the Regional Council of Häme decided to invite also the municipal managers with. The agenda of the work is the Häme Programme which includes both regional plan and regional programme, which means it is the new regional strategy. This is basically similar work that the HämePro -network was utilized in 2008. Lipsanen (interview 9.1.2013) notes that the strategy has had different names, before it was a will contract/HämePro -strategy; today it will be the Häme Programme. He also mentions that the HämePro -network actors are trusted experts in their fields of action, so this strategy work will lean to their knowledge deeply. Actors are committed on the regional developing already in their usual work so their comments and opinions have weight. But still the HämePro -network is an unofficial network so the strategy work from their side will be basis of the official work.

The Regional Council of Häme is still in charge of the actions of the network. Lipsanen (interview 9.1.2013) does not see himself as a manager of the network, more likely as a leader and a prompter. The work what has been planned to do in the year 2013 is as mentioned earlier, the basic work of the Regional Council of Häme. About the future of the HämePro -network Lipsanen (interview 9.1.2013) notes that short and midterm future plan has been given; it is the strategy work but after that the question is again “what now?” He thinks that troubled waters that the HämePro -network had for one and a half years period should not repeat. These kinds of ups and downs with networks comes once in a while; organizations and people changes for example. Lipsanen (interview 9.1.2013) says that it was not necessarily too bad thing to have a break in cooperation but he thinks that there should be different way to cross that period.

4 MANAGING NETWORKS

When speaking about networks and networking it usually means business networks. Literature also speaks about business networks, company networks and network markets – so basically about private sector and how the companies can for example expand their profit by networking. There is not so much theoretical literature specifically about public sector networking; more likely surveys and researches. But on the other hand the theory of the business networking can be utilized when speaking about public sector because the actions are similar, only the vision and goals differentiate from private sector.

This chapter concerns about the networks in general and also networking in the regional development. Also network management is handled and essential issues according to it. In the end of the chapter is introduced an operations model which might help and advance the network management.

4.1 Networking

Clear reasons for networking has not been specified but it is assumed that strong globalization of finance and cost pressure caused by it, growth of the digital businesses, complexity of the techniques and difficulties in the administration of predicting changes have assist the value chains continuous networking. (Valkokari et al. 2009, 11; Hakanen et al. 2007, 23.) Most clearly the affection of these factors shows in the international companies that are using and utilizing the operations models of networking, like alliances, research co-operation unions or joint enterprises (Hakanen et al. 2007, 23). Networking models are also used to expand the businesses and developing the new business areas but also growing the competitiveness (Valkokari et al. 2009, 11). One important benefit of the network is that with it, it is easier to understand different institutional levels, such as formal and informal relations (Sotarauta, 2010, 2).

The company management should be able to recognize different network types and partnerships, and the possible benefits that come with them. It is also important that the management evaluates different roles in network for the competences they need and for the possibilities they give. The situation is challenging because at the moment in Finland the possibilities of networks, boundary conditions and network management models are not yet so well known. (Valkokari et al. 2009, 11.) Anyway it can be said that nowadays the companies are networking simply because they have to. Successful companies are those who can be renewed and learn faster than their competitors. Knowledge and competences are widening with the help of the network partners. So the networking skills and cooperation skills affect more and more to the competitiveness of the companies. It is also crucial to build trust, commitment and open communication. (Hakanen et al. 2007, 24). And also for example in the social media, which has become a mecca for networking, the most succeeded networkers' secret is that they have taken care of their networks by sharing all the time the information and knowledge they have. They have been present. So with the help of social media, the networks are possible to widen and that can be one big competitive factor even for the big companies. It can be asked from the companies, that how many of them really know their potential networks. The answer probably is: not so many. (Rauhala, 2011.)

Networking means increase in mutual relationships, actors' need and dependency on each other and realizing and accepting that fact. In the collaboration network actors gather around the common interest and they are able to trust each other. (Linnamaa, 2004, 5.) The main idea of the networking is that the actors will get some added-value of the membership. Network has to set clear

and measurable goals to it. Added-value for the actors can for example be information, learning experiences, support or trustful partnerships. To get all out of it, the cooperation has to be supporting and developing. (Silvennoinen, 2008, 18.) The simple way to describe networking is that it is everything from cooperation and finding right partners and getting them committed (Sotarauta, 2010, 3).

In the networking, as also in many other phenomena, has “hype” included that means that it is a trend phenomenon that everyone will follow. Those who come behind follow the succeeded pioneers. Unfortunately here is often a risk of failure because the operations models the others have succeeded with usually would not fit for anyone else as they are. (Hakanen et al. 2007, 23-24.) It is said that network’s strength lies in its weak ties (Wall Street Insiders). This can be understood that there are so many potential contacts and channels that can widen the network, bring new partnerships and benefits. But it is not worth to try to see networks where they do not exist and it is not wise to build them when some other operations models are smarter or cheaper options. (Valkokari et al. 2009, 17.) So let’s not network just because of networking (Silvennoinen, 2008, 29).

Networking can be described as a process where the knowledge, competences and values of the actors come together and create added-value for each. Network is cooperation between two or more actors. Hakanen et al. (2007, 44-45) have described that this cooperation can be:

- target oriented, long-term, continuous and regular cooperation in the production of the final products
- cooperation in the core process
- interactive and trustful
- strategic partnership that will develop each partners

In the creating phase of the network most of the typical problems and challenging situations are still possible to prevent. In this part of the network life cycle it is crucial to highlight the common benefits and shared values where the network is about to be build. If there exist or comes a member that is not relevant for the network the common rules are necessary to be clear for everyone and the rules how to behave in which situation. The network is needed to be managed also after the creation phase. The network manager’s role is in the centre but also the other actors’ roles and tasks are important and needed to be clarified for all. Common rules and action plan will ensure the structure for the network and its job. (Hakanen et al. 2007, 66-67.) The following picture (figure 2) represents the framework and centre points of the network by Partner Laatuverkosto.

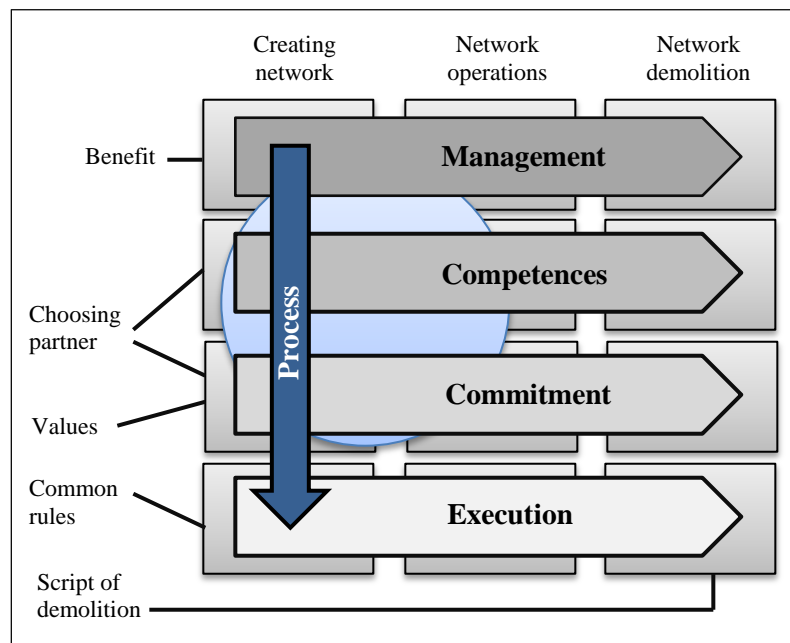


Figure 2 Framework and centre points of network. (Adaptation from Hakanen et al. 2007,67)

Networking requires trust between the actors. Trust enables effective communication, cooperation, learning and also successful network management (Silvennoinen, 2008, 39). Trust is one of the core issues but also one of the most difficult issues in the functioning network. Without trust there will easily become disagreements between the actors and the action level will get lower. Trust can be compared to the cog oil; if it is missing there will be friction. (Hakanen et al. 2007, 69-70.)

Trust building requires time. In the new relations trust is usually conditional and it develops while the actors feed it. Good manners and fair play are also key factors in the trust building. The actors have to show that they are team players and not just collecting the benefits for themselves, they need to share their knowledge and competences openly. (Silvennoinen, 2008, 39-40.) The lack of trust in the network causes weak communication, misunderstanding, ineffectiveness and friction, weak commitment to the actions and many times failing in the tasks. Whereas when trust exists the communication level between actors is effective, learning and commitment increase and it is also one of the tools for the network management. With having the trust it is also easier to solve the possible conflicts. (Hakanen et al. 2007, 70.)

While choosing networks and network partners the attention should be aimed to the future and goals (Lehto & Valkokari, 2003, 6). The real partnerships are the most important. They have experience, enthusiasm, motivation and will to commit. Also the right kinds of partners have information, knowledge and competence, power of decision and resources for contributing the network and reaching the common benefits. (Malkamäki, 2006.) Members can teach things

to each other and this way the network is able to create new information (Lehto & Valkokari, 2003, 6).

4.1.1 Forms of networks

Networking is multidimensional and multilevel phenomenon (Valkokari et al. 2009, 13). In practice this means that networks can be divided in many different categories. They can be divided e.g. by the mean of the usage like potential and strategic networks. (Linnamaa, 2004, 51.) Or they can roughly be divided to official and unofficial networks. There also exist many other network types like professional networks, trust networks and communication networks. (Silvennoinen, 2008, 10-25.)

By typing and categorizing the networks is tried to understand better the actions and regularity in them. One way is to describe the characteristics of the cooperation and features of the factors. (Hakanen et al. 2007, 52.) General way to observe network types is to divide them to horizontal, vertical and cross-border cooperation unities. Horizontal and vertical unities includes and describes the cooperation of the companies that work in the same field of operations and that are in the same phase of the production- and value chain but also the companies that are after each other on the production chain. There are also other ways to group the networks and these can be for example the strategy to the environment, characteristic of the expected benefits, actions of cooperation, time frame or the organisational model. (Hakanen et al. 2007, 55-57.) In the following is introduced more specifically a few network models that are relevant and essential for this research.

Official and unofficial networks

Official networks are for example boards and committees of companies and organisations, operational elements of the state government or municipalities but also registered associations; so actors' that operations are controlled by different kind of rules and decisions. The operations of official networks are pretty stable and usually very regular. These kinds of networks habits are established and tasks are very often similar to each other. The network is the strongest when it gets to handle predictable problem cases. (Silvennoinen, 2008, 10.)

Unofficial networks again works as they are named; unofficially and they might have many different aims. Often these kinds of networks start operations for changing expertise and competences or other common benefits. Unofficial network forms around any common interest the actors have. They usually do not follow the strict organisational barriers. (Silvennoinen, 2008, 10, 34.)

These unofficial networks are useful for the organisation with many ways. Participating in these the actors will get the latest information and many times information that is hard to get through official way or sometimes even impossi-

ble. Also effecting on different issues could be easier through unofficial networks. (Silvennoinen, 2008, 11.)

Unofficial networks act faster than official networks. In official networks decision making is usually slow and more formal. This is why often new ideas, innovations and operations models are developed in unofficial networks. New ideas and solutions spread fast between the actors and participants and might even create new businesses. Network actors cooperate in many different ways together. Also important things for the network like dependency relations stand out in unofficial networks and communality will strengthen. This affects positively to the relations between the network members. (Silvennoinen, 2008, 11-12, 17.) Changes in the member organisations would not necessarily make any difference to the network actions. At the best the unofficial network support the official organisations' acts and make the communication easier and faster. (Silvennoinen, 2008, 34.)

Potential and strategic networks

Networks can be divided by the purpose of use for example to potential and strategic networks. Potential network forms without any specifically planned goal or reason but which is thought to have purpose or benefit in the future. (Linnamaa, 2008, 89.)

Instead of potential networks the strategic networks have been seen to have the collaboration relations which actors add resources remarkably or accelerate the usage of resources. (Linnamaa, 2004, 89) Strategic network has development programmes and common vision of the product or operations development. This can be thought as a model for learning and effective network. The innovation skills, flexibility of actions and common issues are highlighted when developing the network (Lehto & Valkokari, 2003, 8). The network development needs strong, gathering core which includes the real actors. The core takes care of that members get to know each other for building the trust between each other. (Malkamäki, 2006.) This kind of clear central organisation is in the essential role for creating and developing strategic network and also maintaining it (Lehto & Valkokari, 2003, 8).

Network types from the regional development perspective

According to Tolonen (2009, 22) there are six types of networks in regional development. These are: *target-oriented network*, which is found around some specific issue and which has pretty much instrumental role; *searching network*, where the mission is to change information and experiences and search new ideas and innovations; *support network or colleague network*, which can also be called as peer-to-peer network. This consists of people from the same field of operations and they share information, experiences and also support each other. *Prevention or lobbying network* is based on preventing some common threat or getting benefits and advantages; *network of civil activating*, external

actors from development operations create a network around common goal; *investing network* is gathered for executing huge investments.

These network types do not exclude each other and it is possible that a regional development network has features from several network types (Tolonen, 2009, 22).

Other network types

Networks can be divided also other ways than presented earlier. One way is to divide them to physical, financial and social networks. Physical networks include e.g. basic elements of living, services or traffic lanes. Financial networks instead could be communities of production and financial organisations. (Linnamaa, 2004, 89.)

The structure and form of social relations describes social networks the best (Linnamaa, 2004, 89). Oxford Dictionary (2013) describes social network as relationships between people and social interacting. The term of social networking is also included in websites and other social media applications that give possibility to communicate for example via e-mails, live messages, images and comments. Social networks are also a perfect target groups for marketing purposes. (Definition of social networking, 2013.)

One type is network that is consisting of experts. The basic idea behind the expert network is to change and grow the expertise and also the developing of competence of members. Expertise could become from one field or many. The last option highlights the cross-disciplinary which gives opportunities for network to find new solutions and insights. Expert networks might have common research projects, when actors can work around the country and also internationally. (Silvennoinen, 2008, 22.)

Trust networks, as the name tells, give opportunity for members to tell important organisation or other community related issues to each other, things that are not available to everyone. Actors will also get support from each other when needed. In these kinds of networks actors can test their ideas which are not yet ready to be presented in the work community. Trust networks could also be called peer-to-peer networks; like network of managers or people who are working in similar tasks and situations. (Silvennoinen, 2008, 23-24.)

4.1.2 Functioning network

The affecting features of the functionality and competitiveness of the development network can be thought that the network is able to react fast and flexibly and that it has competence to mobilize resources and seize the future opportunities (Linnamaa, 2004, 82). The building the functioning network is based on mutual bonds and needs. The network has to find the common benefits beside to the each actor's benefits. (Malkamäki, 2006.) According to Lin-

namaa (2004, 87-88) there is three factors that are affecting to the functionality of the network and the features of the network actors. These factors are: the features of the network, actors' readiness to network and network management. Actors in this context mean individuals, organisations, groups and network. Figure 3 is a model of these affecting factors:

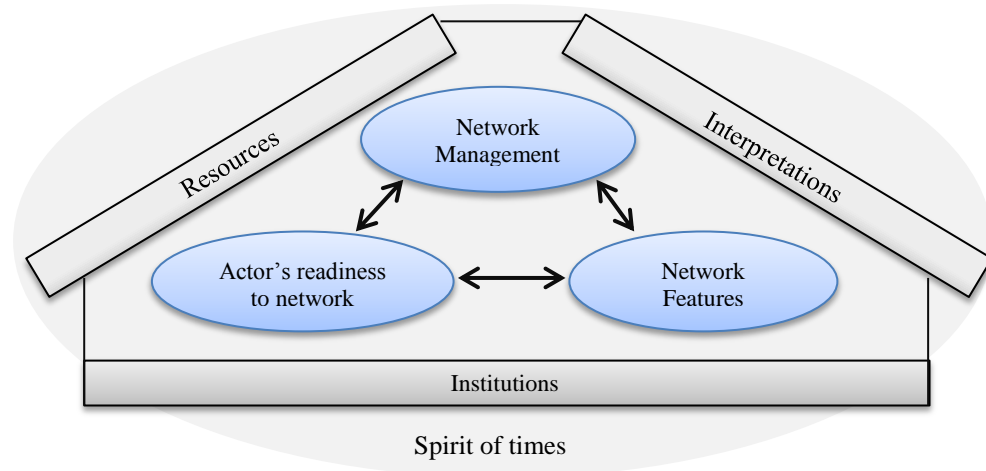


Figure 3 The factors affecting to network functionality (Adaptation from Linnamaa, 2004, 88)

When developing the network functionalities it is essential to take not only the actors' cooperation into consideration but also the individuals', organisations' and groups' readiness to network. Peoples' different readiness levels effect to the functioning network. Some have used to follow the clear rules and work descriptions in the responsible and organisational world, when the network model might feel threatening. And some find networking natural way to work, opportunity to learn something new and utilize resources. (Linnamaa, 2004, 88.)

The network functionality also affects the people – the network needs to tempt and get important actors to join, people who have the needed resources for the network (Linnamaa, 2004, 88). It is important to remember that participating is based on voluntariness. It is also a plus if the member's own organisation has an official decision about participating to the network - then the functionality of the network is more certain. (Malkamäki, 2006.) The internal situation of the actor organisation affects essentially to the network functions (Linnamaa, 2004, 87). Fluent operations and continuous development of the network requires collaborative actions inside the actor organisations, between them and in the whole network (Lehto & Valkokari, 2003, 10-11). In the functioning network each actors' strengths and resources are tried to be utilized with win-win-model. The goal is to achieve something that none of the actors' could achieve alone. (Hakanen et al. 2007, 15.)

Sufficient resources, institutional support and the uniformity of the interpretations create framework for functioning network. Also the spirit of the times

and compatibility of the themes are in crucial position for the network. Recognizing the resources, creating and utilizing them are dependent on other elements that affect to the functionalities. The spirit of the times for example affects to what is thought to be the resources for developing the competitiveness and what is not. (Linnamaa, 2004, 87-90.)

Essential for the network is that the expectations of each partner and cooperation are defined and verified in the very beginning of operations. These are the keystones for the network kick off. (Hakanen et al. 2007, 17.) Whereas Linnamaa (2004, 87) notes that resources, institutional support and equitable understanding are basis for the functioning network, Hakanen et al. (2007, 17) want to highlight the common vision, benefits, clear strategy and especially trust and open interaction as a guarantee of a productive cooperation. Respecting each other's' competences and knowledge is important when creating trust and commitment. All of the different things that effect to the functioning network are also effecting on each other. (Linnamaa, 2004, 87.)

Also other sources put weight on the trust building and getting the right and needed actors involved in to the network. Despite on right kind of group gathered the first network operation should not concentrate straight to the problem solving – it is crucial that the actors first get to know their own limitations. For getting the network to function the actors need to understand that the solutions can be found together and the problem is easier to understand and solve when it has been observed from many perspectives. (Verkostojohtaminen, 2003.)

In the functioning network where the trust and commitment are strong the tacit knowledge should move fluently from actor to actor. This enables the possibility to get results of the operations. There is also a reason to believe that the external actors effect to the operations level of the functioning network. If the external actors show mistrust or they are suspicious it might have negative affections to the network behaviour and acts. (Verkostojohtaminen, 2003.)

Even though the networks are not created like the organisations generally there are similarities in the actions. For example viewing the basic organisational culture; it is created from three main elements which are the beliefs and values what the founders of the organisation have created, the learning experiences of the network members and third all the new aspects, beliefs and values that new members and leaders bring with them. The network has the same features in its culture. (Schein, 2004, 225) In the figure 4 is introduced the essential and affecting themes for the functioning network from another point of view.

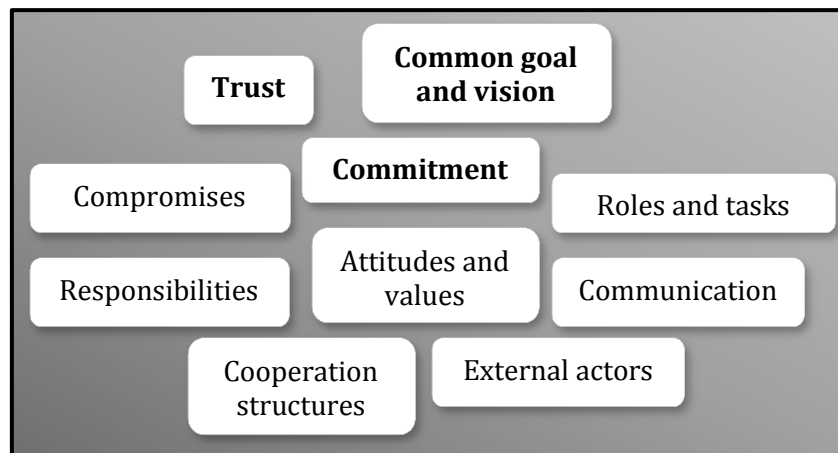


Figure 4 Essential and affecting themes for the functioning network. (Adaptation from Mäntyneva, 2013 & Verkostojohtaminen, 2003)

4.1.3 Benefits of networking

There is nowadays large amount of information available for example in the Internet. The pressure that has come from the information flood often causes an information overflow when something important and useful information might filter out from our attention. People are able to receive and handle only limited amount of information. That is why it is very essential to draw out where our attention focuses. With the help of the network it is possible to find the important information, channels and perspectives and avoid the concentration to something irrelevant. (Silvennoinen, 2008, 48.)

So, networks offer an entrance to the new information sources. Silvennoinen (2008, 49) notices that any person as an information source should not be depreciated, because the meetings in daily bases might bring the useful and needed information. Networks also give a possibility to get different kinds of perspectives and new thoughts. As an information source a network gives the updates what is going on in the business, what is coming and what possibilities there are open. Also cross-disciplinary meetings might create something totally new. (Silvennoinen, 2008, 48-49.)

Hakanen et al. (2007, 25) present that earlier researches and the literature show clear motives for networking and benefits through that. These motives have been the search for the cost advantage, growing business opportunities and search for the new profit channels. More and more is wanted to strengthen the personal competences, development, data collection and learning in general. (Hakanen et al. 2007, 25.) Own competences can be strengthen by learning from others. Nowadays rare survive alone, because no-one has time to learn all the skills and knowledge by themselves. (Silvennoinen, 2008, 57.)

Networks are one possibility to achieve the organisational goals (Valkokari et al. 2009, 95). It can be stated that the motives behind networking usually al-

ways are the improvement of the companies' position in the competition field and profitability (Hakanen et al. 2007, 25). Both Silvennoinen (2008, 48-72) and Hakanen et al. (2007, 25-26) have listed different kinds of benefits and motives for networking what companies have. In the following is a modified list of a few of those:

- increasing the possibilities for influence
- creating new information
- realization of the innovativeness
- increasing the reliability and recognition
- speeding up the markets, network as a marketing channel
- combining the knowledge
- creating new type of operations and new contacts and relations
- sharing the risks

4.1.4 Networking in the regional development

Metropolitan areas have a long heredity through the history which cannot be changed. But what can be changed and affected is development of these areas. (Antikainen et al. 2006, 10.) We live in the financial development phase all the time. In this phase at the moment, there rises up especially regions' own resources and cooperation. (Jurmu, 2007, 17.) When picturing the metropolitan areas they do not tell who has done, what and how; the development is a sum of many developers' cooperation, visions and actions. No-one is able to develop the regions alone, there is always shown the influence of each person's doings. (Antikainen et al. 2006, 10.) Noticeable is that the regions close to each other are doing cooperation more than competing. Collaborative actions between the companies are also increasing. This kind of cross-disciplinary cooperation is targeting to improve and increase the regions' and actors' competitiveness in a globalizing and growing world. When municipalities and companies are cooperating the regions are able to attract new companies and thus improve the financial situation of the region. (Jurmu, 2007, 17.)

Regional development is influencing a specific region's developing by one or many actors. Nowadays it is very unusual if the development is responsibility of only one person. (Sotarauta & Karppi, 2013, 97.) In Finland many regions are rather small and they have limited amount of resources for development. That is why networking and network management play a big role - in small regions the organisations are not able to develop alone. (Sotarauta, 2010, 6.) Regional development can also mean creating new things or for example adjusting to the changing environment. With regional development can be created new resources and utilize the existing ones. (Sotarauta & Karppi, 2013, 97.)

It is not always easy to know what the main question in the development is. Even harder could be the defining the goals, forming the cooperation and directing the resources to the right places. Sotarauta and Karppi (2013, 97-98) notice that regional development is not straightforward goal setting and defin-

ing the right objectives; it is multidimensional and plural conversation about the future and development between the visions and strategies.

People who are responsible of the regional development actions are very much experts in their fields. Despite on this, Sotarauta (2010, 1) claims that yet still they are not well advised how to create networks for innovation and industrial purposes, or how to manage those networks and maintain and develop them. The common phrase “it is easier said than done” holds good on this too. This is perhaps the reason why there is increasing need and support for the interactive cooperation between the important actors in the regions such as companies, public or semi-public development organisations and research institutions. (Sotarauta, 2010, 1-2.)

When the concept of networking is put in to the region’s industrial policy, the circle of the regional developers could be called as development network (Sotarauta & Linnamaa, 1999, 3-4). Networking is a pretty new form for operations for the regional development. Getting used to the new ways of working requires time and open mind-set. (Linnamaa, 2004, 88.) The regional development network usually consists of the actors who have the most influence in the regional development operations. This means the cooperation between municipalities, key companies of the region, entrepreneur organisations, educational- and research institutions, employment offices etc. (Sotarauta & Linnamaa, 1999, 3-4; Linnamaa, 2004, 126.) The shape of the development network can change between the regions and not all of the actors always take part in every project. This kind of development network could be loosely called a strategic network. The strategy part comes from the networks goal to effect on the region’s future in a long-term developing. (Sotarauta & Linnamaa, 1999, 3-4.)

Even though the competition has declined between the regions, it still exists in some amounts. The competition usually is about what kind of companies, research institutions or public sector organisations there are and what kind of networks they belong to. The main factors in strengthening the competitiveness of the region are the participation in to the networks, actors’ positions in the networks, what kind of networks actually are possible to be created to the region and what kind of added-value the networks will bring. (Linnamaa, 2004, 127.)

For the development network to become a competitive factor for the region it has to be effective and operating (Sotarauta & Linnamaa, 1999, 4). It has to support the learning of new things, creation of the new information and innovations (Linnamaa, 2004, 126). Functioning development network requires close and high-quality cooperation (Sotarauta & Linnamaa, 1999, 4). For it to become one of the competitiveness elements it is required that the network includes enough official and unofficial institutions, development organisations and also business life representatives. Cooperation processes need to be high-quality and communication has to be fluent between the network actors. Also the actors have to be able to share resources and see to the future. (Linnamaa, 2004, 127.) Developing the region is simply cooperation between different

people. The attention should concentrate to the high-quality of this cooperation and also to the actors' ability to be part of the network so that the competitiveness is able to be created. (Sotarauta & Linnamaa, 1999, 6.)

4.1.5 Challenges and risks in networking

There is possibility that people who do not belong to the network joins in, they can be called by roughly expression, unnecessary people. Many times these kinds of people participate only to listen, but not being active in actions, in other words they try to benefit of other's endeavours. (Malkamäki, 2006) This avoiding of collaboration, in the network that is active and tries to achieve results and development shows that this person wants to act alone and individually. Also people who act only in their own self-interest cause breaches for relationships and trust. In the long run these kinds of acts will end up breaking of the network relations, the person will be left out from the network unless he/she does not understand to do it by himself/herself. (Silvennoinen, 2008, 19-20.) The unnecessary people could be easy to find out by giving tasks to the network. These people usually would not complete them. (Malkamäki, 2006.)

Operating in network is not always simple. There will be challenges and sometimes barriers when trying to work smoothly and effective. According to Joint Improvement Team's guidance notes for managers (2009, 2-3), a third of the public sector actors feel that there are problems and challenges in networking and cooperation. Joint Improvement Team (later JIT) also mentions that wrong partners involved in the network might cause problems in collaboration working. But there are also other issues that they think are a cause for shaking or breaking the relations or ending the partnerships. The most important thing is the lack of common vision and goal. Organisations have different tasks and ways of working which are often hard to combine with others. Also actors might join the network with certain attitude and bring strongly their own organisation culture to the table and not willing to change it. (Joint Improvement Team, 2009, 7-11.)

Many times actors have history together when starting the work in networks. This history is not always bright and positive, there might be misconceptions, suspicion on each other and mistrust between people, especially if there is failed partnerships behind. Resistance to change is also a barrier, JIT (2009, 11) expresses this as "but we've always done it this way" –syndrome. It is important to know who you are cooperating with. One of the basic rules on building network is to make the actors to get to know each other. If there is not enough knowledge on each other or their professions it might cause stereotyping among actors and that is never positive or improving for the partnership. (Joint Improvement Team, 2009, 5.)

Citing the fishbone-figure made by JIT (2009, 4) about the causes and effects of barriers to partnerships and network failure here is listed a few of them:

- no time
- lack of knowledge of other professions
- constant change
- wrong partners
- different boundaries
- unclear roles and mistrust
- poor communication
- lack of common goals and focused action
- history of unproductive partnership

Challenges might also come from the strongly active members. These kinds of actors might commit more strongly to the network operations than his/her home organisation's acts and might share expertise more than agreed. Also these cases have a chance that too much information that is meant to stay inside home organisation is told to the network. When sharing information to other network actors it is crucial to remember that sharing in too early situation might have negative affect, if there is not yet enough trust between the actors. (Silvennoinen, 2008, 27-29.) Opposite of the trust issue is jealousy. It is a dangerous issue for the functioning network if it happens in a negative sense. This can cause harm to any relationships including networks. Because the negative sense it has spiteful attitude that makes people to diminish each other and their success. A good way to fight against negative jealousy is to act openly. There also exists positive jealousy. It makes people to try new things and get interested in the actions that the person who we envy, is doing. In these kinds of cases the jealousy could be thought as a motivator. (Silvennoinen, 2008, 32.)

JIT (2009, 12) suggests for ensuring the functioning network to keep up the openness, clear purposes and active members in the network. It is crucial to reduce the number of members if they are not committed and get those involved who can help the network to achieve the goals. Also JIT advice that if there is no other way to solve the problem than tackling it through or using a lot of money, then it should not be done.

Also Hakanen et al (2007, 180-183) have advice for the networking of possible challenges and risks. They are saying that the biggest problems in the networking are connected to the beginning and operations of the network. Badly made strategy, structure or wrong choices of the partners can cause a failure. There are some ways that might help to decline the risks. For example the network relations should be avoiding with the competitors. Risks to have conflicts in these situations are high. Also the operating field should be defined and known well enough and not forgetting the administration of the network. Planning and building the network structure and relations guarantee the less risky business. Even though one of the main elements of networking is the trust between the actors, Hakanen et al (2007, 182) suggest not to trust the trust. They say that the chemistry between people is needed but that would not compensate the evaluation mechanisms or checking the organisations. The support from the home organisations and eyes to the future are important elements to reduce the risks.

Hakanen et al (2007, 182-183) also introduce the advice of an official risk management procedure for small and medium sized companies in Finland. Here are a few samples from the list:

- only joining the networks that will bring benefits in the long run
- finding out how to end the partnership if needed
- making the plan b is important
- ensuring the contracts and agreements
- ensuring that the roles, common rules and responsibilities are in order
- ensuring the network quality and competences of the other actors

There exist forms and templates for the networks and companies for charting and controlling the risks. The most important is to recognize the biggest risks that might affect the most to the functionalities of the network. (Hakanen et al. 2007, 183.)

4.2 Network management

Leading means going or showing the way in the front, having the influence on things, actions or people. It also means being a leader and having the benefits over, making decisions how to proceed and acting as a guide. (Sotarauta, 2002, 185.) Managing instead means having under control and direction and also acting as a guide, conducting and administrating, treating actors and business affairs and also handling the direct affairs and furthering business operations (Webster's Dictionary).

Network management differs from the usual hierarchical management. The usual leadership- and management styles used in the organizational level does not fit to the regional development network level because this is, as Sotarauta (2010,3) describes “multiorganizational, multigovernmental, multisectoral and hence multivision, multistrategy and multivalue forms of governing and promotion”. Network management means actions and operations which are done for support of the communication processes; it means being a broker between the actors and directing the network operations towards the target (Linnamaa, 2004, 127). It is making the networking itself possible (Verkostojohtaminen, 2003). Even though it is called network *management*, networks cannot be managed like usual organizations, more likely they are being lead or prompt (Lipsanen, interview 9.1.2013). One of the most important things in the network management is to know the network and its members. Network needs care taking and time. (Rauhala, 2011.)

Network management skills are the most important skills in this century (Rauhala, 2011). Network management creates basis for learning and renewing actions where the models are developed constantly. It also creates good communication channels and culture that the actors and developers are able to utilize when negotiating and agreeing e.g. of the regional development, strategies and different kinds of other issues. (Linnamaa, 2004, 127.)

Because network actions are mostly based on relations between the actors, network management could also be called representational leadership. This includes tasks which are e.g. procurement of resources, creating and strengthening the network bonds, environmental scanning and one especially important issue; managing the interface between the actors. (Modulcon, 2003.) Change very often includes to the network management, it can be continuous development process or e.g. transformation, during which the changes are executed to support the network acting model. Network management could also then be called as change management, because it specifically needs skills to effect on peoples' actions and thinking and that way make the change to happen. (Lipasti, 2007, 50-51.)

The trust and commitment building are in the centre of the network management, not achieving the best profits. (Verkostojohtaminen, 2003.) For the functioning success particularly requires trust between the actors. It gives preconditions for effective communication and cooperation (Silvennoinen, 2008, 34). When creating relations it is good to get to know partners' working culture, way of thinking and the goals (Malkamäki, 2006). For sustainable network relations and trust building it is crucial for the actors to meet each other and get to know each other better. Building trust is a long-term process, it requires openness, sharing knowledge, experiences and also challenges. (Malkamäki, 2006; Lehto & Valkokari, 2003, 6.) Openness also fastens finding the common goal and benefits (Malkamäki, 2006). This is why it is important to give enough time for building trust. When people trust each other, they are more willing to work together in a long run, they do not try to put their own benefits in front of the others and they turn to the cooperation partners when there is a need for help. (Verkostojohtaminen, 2003.)

In the network management each partners should be handled equally and take everyone's interests into consideration. In the centre, for making the cooperation easier and people to trust each other, is that actors admit that they need each other. (Malkamäki, 2006.) Naturally, the keeping of promises and showing commitment belongs to the trust building, but also proper behaviour and manners have affection on the quality of cooperating and trusting (Silvennoinen, 2008, 34). But before one can trust other people, he/she has to trust him-/herself and believe that others trust him/her too. Trust includes the skill and ability to cooperate especially when changes happen and the network actors have to react on them together. Common trust will grow when actors get to know each other and each other's qualifications and competences. Showing trust to each other will assure its continuing. (Silvennoinen, 2008, 34.)

In the network management it is important that the network actors can influence on that, how the network is managed. When the network operations model and the responsibilities and roles are agreed together the trust and commitment gets deeper. When thinking the roles of the actors, the question of who is the leader can be thought as, so to speak, line in the water because all the actors in that case are needed to have leadership in some amounts. (Verkostojohtaminen, 2003.)

4.2.1 Network manager's role

The phrase of management has been divided in to two: managing issues and things and leading people. Management means controlled doing of things like strategy processes, budgeting of following up the success. Leading and leadership instead means including people to plan and vision the future, taking them with when changes happen or when new values are created for example. Network manager needs both of these management skills but all in all the network management is leading people. In other words, it is energizing people and getting them excited. (Lipasti, 2007, 66.)

As mentioned earlier, when creating networks they are usually not built the same way than organisations, which have hierarchical authority relationships. Cooperation and partnerships usually starts from the initiative of someone or some people. These people have the common vision of what they want to achieve. These kinds of enthusiastic and visionary people are needed especially in the creation phase of the network. Many times these people also have leadership skills and skills for change management. It is crucial for the network manager to own many different competencies and skills. These multi-tasking people often end up as managers. (Modulcon, 2003.) Anyway by network manager is not meant a chief who solves problems by delegating tasks (Sotarauta & Linnamaa, 1999, 6).

As acting in networks, also managing and leading are social phenomena. It effects on quality and creation of the relationships between people and actions. Both organisation and network manager need to be special type of person, but in networks the other actors have to approve the chosen person to be the leader – because network does not have the hierarchical leadership. However the manager is requested to have special skills for the task. Manager has to be able to make decisions, find the balance between the actors and build trust between the actors and in some way in network management the manager also has to have diplomatic skills. More commit the manager is more certain is the success of the network but this of course requires commitment from the actors too. (Modulcon, 2003.) The management of the network is particularly strengthened by that, that the network members can enjoy and cheer of common success and achieving the common goals. The network manager at the best is humble and shares the credits even-handed between the network actors. Even though the network has unsuccessful moments and maybe some troubled waters sometimes, the network manager still has to cheer up the actors and courage them to continue the work. (Silvennoinen, 2008, 64.)

Network manager's role is to take responsibility of the contribution of the network functioning. Sometimes network manager is perceived as one person but it can also be group of people who have taken the responsibility together and shared management and leadership tasks; one is coordinating, another takes care of the information flow, third one maybe has skills of collaboration and so on. The management and leadership tasks can also be rotating. The group of managers can for example consist of the people from cooperation organisa-

tions. (Verkostojohtaminen, 2003.) Even though the network manager could in theory be anyone who is involved in the development work, it is likely that some of the manager's tasks are responsibilities of the public sector actors; e.g. changes in the network or reduce of the disagreements, etc. (Sotarauta & Linnamaa, 1999, 6.) The main task of the network manager is to make the trust and commitment possible. This is where the network management differs from the basic, hierarchical management which is seen in usual organisations. In the hierarchical organisations the manager's role is to make decisions of the goals and resources, delegate the tasks to the employees and courage the employees to do their work properly. (Verkostojohtaminen, 2003.)

The network manager, or the group of managers, should avoid the usual manager behaviour; making the decisions alone. The network sees the problems more wide than just one or few managers, so the network manager should give the decision making mainly to the network actors themselves. This of course lowers the manager's possibilities to effect on the results but it is not lowering the management results. This is actually vice versa; more freely the manager let the network to act and innovate, more the manager achieves from his/her own goals. (Verkostojohtaminen, 2003.)

If happens that the network does not work as it should or it does not find the flow, the manager need skills to motivate the group. The manager first has to think why the network does not work fluently, is the reason because the network cannot solve or understand the challenges or is it because the network does not get enough support from the management. (Verkostojohtaminen, 2003.) The network is supposed to resolve remarkable things for each organisation. The motivation of the actors and long-term cooperation is based on this fact. The insight and goals of operations are very important because just these are the motivators and they have to be checked if network stops working. It is understandable though, that when a group of people gather together and get excited on something, the routines and exhaustion often appears after the honeymoon period. (Malkamäki, 2006.)

The meaning of the roles in leadership and management is usually bigger in the network relations than in the basic organisation structure. In the following (figure 5) are introduced management and leadership roles in different fields. (Hakanen et al. 2007, 258.)

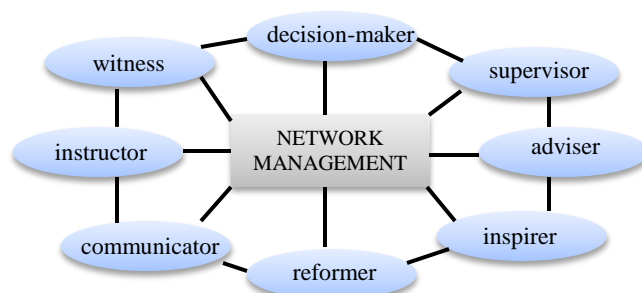


Figure 5 Different management and leadership roles in network relations. (Modified from Hakanen et al. 2007, 258.)

From the roles in the figure 5, the witness and instructor belong to the roles of interpretation control. Witness-manager is able to see to the future, see the opportunities and possibilities, is focusing on the essential issues and encouraging the actors to achieve the goals. Instructor-manager instead makes initiatives, creates guidelines and defines goals and measurements for the follow-up. (Hakanen et al. 2007, 259.)

Communicator and reformer are in control of the information and knowledge. Communicator builds the network image, takes care of the interest groups and creates new relations. Reformer's role again is creative and encouraging, the one who is able to take controlled risks. Inspirer and adviser create and build the collaborative atmosphere and solve disagreements and misunderstandings between the network actors, listen and see the actors' needs. Supervisor and decision-maker instead take care of the financial parts of the network. When being in the supervisor's role the network manager gathers information and attends that the contracts, agreements and decisions are being followed. Decision-maker searches the best solutions, acts as a coordinator, schedules and budgets the plans. Network manager, whether there is one or many of them, needs all of these roles in some part of the management. (Hakanen et al. 2007, 259.)

The challenge that leaders in regional development faces is that they need to try to reach and connect to so many actors and get the influence to them and their actions. In the regional development networks having this kind of influence is not truism (Sotarauta, 2010, 4-5) because the network society is so much more complex and dynamic than previous development phases of society have been. It is hard to know what acts has the most influence and when. (Sotarauta, 2002, 187-188.) The leaders should be able to effect on the actions of the organizations if they want to have the leadership position. Without the leadership in the networks, the actions and working is almost impossible. (Sotarauta, 2010, 4-5.)

Sotarauta (2010, 7) notes that the regional development officers or leaders are raising the consciousness; they mobilize the operations, frame, coordinate and organize visioning to influence the networks. Raising the consciousness is one of the most important things to do for making people to commit. It is said that the awareness comes from one self's own accord and that it is the basis of the working. (Sotarauta, 2010 7.)

Strategic planning and shared visions and foresight are the main tools for the network leader. But success in development stands on the existing resources and the region's ability to attract new ones and to mobilize collaborative operations. Also the way to do things, all in all what things, and why to do them matter a lot. (Sotarauta, 2010, 7, 12-13.) Network manager's core tasks are to activate the actors who have the right resources, competences and knowledge. And if the regional developer is the network manager, one important and main task is to make the actors to commit and participate by joining the network and actually have a voice. (Sotarauta, 2010, 8.) The most efficient leaders are able

to combine different leadership styles, they have a good self-esteem and they trust their own decisions in different situations. They are aware that there exists more than just one right way to do things. (Sotarauta, 2002, 193-194.) Sotarauta (2002, 195-196) is summarizing the basic tasks of the network leaders as:

- ability to define guidelines for activity
- ability to involve people
- ability to make people work to reach and agree on goals
- ability to speed up, boost and change the course of action when the environment changes
- ability to look at activity persistently and comprehensively

Sotarauta, 2002, 195-196

A good leader like this needs an open mind and willingness to develop oneself. The leaders like this are worth of gold to the region and can be counted as one of the key-elements of the region's competitiveness. (Sotarauta, 2002, 196-197.) Sotarauta (2002, 189) states that regions and municipalities need these kinds of leaders who are dynamic, they are on the cutting edge all the time, and they are able to foresee to the future but that they also understand that the power needs to be shared, not that it is only under the one leader.

4.2.2 Other roles in the network

An actor in the network can take different kinds of roles and responsibilities. For example the expert working in some task in the regional development organisation could be involved in the development network in different levels. One actor's role can also change from the network to another. An actor can be in a network manager's role in another network and as expert in another. This kind of variety of the tasks and on the other hand possibility of rotate the roles gives strength to the network, cross-disciplinary actions create innovativeness and new ideas. (Verkostojohtaminen, 2003.)

It is important to go through each actor's role and responsibilities for guaranteeing the functioning of the network. There can be unlimited amount of roles in the network but for the network's success it would be good to have experts for the substance of the network target, these experts can be responsible of the area they know best. But in addition the network needs experts of networking and development, who would take the responsibility of fostering the network functions. The network needs people who have coordination skills and facilitating skills, and this is not only the network manager's job. The network might also need the external actors. They might have an important role of supporting the network actions and disseminating the results and developing suggestions. Also the network might need help to the strategic issues, budgeting or in some long-term decision making. (Verkostojohtaminen, 2003.)

Looking on another viewpoint of the roles in networks, Anklam (2010) is noting that there are different characteristics and roles for the people in the networks. There is a role of connector who is the broker between the people in different groups. The gatekeeper instead acts as a fender between the different groups and effects on the information that comes into the network. There is also broadcaster's role, which basically means the disseminator of the information from the network and coordinator's job is to get the actors connect together inside the network. Peripheral specialist in Anklam's table is exactly the external actor that was mentioned before. This specialist is connected only to a few people in the network and his/her expertise is used only when needed. Then there is one more role, which is called lurker, and as it is explained in the figure 6, lurker is a potential disseminator.

Roles in Networks		
Role	Function of the Role	Formal Term
Connector	Connects people who are in two different groups	Liaison
Gatekeeper	Buffer between their group and other groups – influences what information comes into the group	Gatekeeper
Broadcaster	Conveys information from the group to the outside.	Representative
Coordinator	Connects people within the same group	Coordinator
Peripheral specialist	Provides expertise that is important to the group as needed. Connected to very few people.	Pendant. (Connected to the network by only one person.)
Lurker	Potential broadcaster	Isolate

Figure 6 Roles in Networks. (Anklam, P. 2010.)

4.2.3 Motivation and commitment

As mentioned earlier, trust is one of the key elements of networking and building the relations between the actors. Trust and through that, the commitment, grow when the actors get to know each other better. When the trust grows, actors are more willing to take risks and so to commit to the network actions. And since they have this kind of commitment they will give more of their time and attention to the network. (Verkostojohtaminen, 2003.) Actually the trust and commitment will not be created before the actors have motivation and will to do it. Maybe the most important starting point is that the network manager has skills to motivate actors but the manager needs to have motivation of his/her own too. Network manager needs to be willing and well-motivated to go through the challenges in the often complex networks. Network manager must want to lead and he/she needs skills to express dominance, for influencing the network actors. Maybe most of all the network manager has to be committed to the network vision and outcomes. (Northouse, 2007, 49.)

The word *motivation* comes originally from Latin word *movere*, which means moving. The root word is motive. Motives tune the direction of the behaviour (Ruohotie, 1998, 36) which is towards goals and the amount of motivation affects to that how eagerly the person uses resources to achieve the goals (Hyppänen, 2007, 128). Motivation is the status that determines the activity level of the person and to what the interest is directed (Ruohotie, 1998, 37). Without motivation nothing happens. In networking this means that to every actor has to be found an answer why to bother to join the network. (Lipasti, 2007, 69.) Actually the core question, when talking about motivation, is “why” and “why something works as it works”. Motivation is a complex and dynamic process that brings together personality, feelings, sense and social environment. (Liukkonen et al. 2006, 11.) Each person get directed from inside and no-one can be thought as an object. It is recommended not to talk about making people to motivate or to commit; instead should be talked about things that foster motivation and commitment. (Hyppänen, 2007, 142.)

People have different reason to be or not to be interested in cooperation and networking. When fostering the motivation, it is crucial to find ways to make all of the actors to play the same game and on the same side. From the network manager this requires two styles of management: directing and inspiring. Directing helps to find the common intent and inspiring will energize the actors. Directing and inspiring way to manage the network is supposed to help to find the motivation factor of the actors and make them to look to the same direction and find the common goal. (Lipasti, 2007, 69.) Things that make people to be motivated are for example possibility to carry out oneself, create something new, possibility to get recognition, to grow and to develop (Lipasti, 2007, 80). These are the exact things that the management is trying to further (Lipasti, 2007, 81) and the best way the network manager is able to create the motivation and commitment is to include the actors to the development and decision making. The possibility to join in and affect will advance the motivation. (Hyppänen, 2007, 29.) This kind of management is called inclusive management (Lipasti, 2007, 81).

The motivation factors that affect to working are inspiring and encouraging to the good results. These factors are for example the content of the work, achievements, recognition, feeling of responsibility, feeling of learning and development. (Hyppänen, 2007, 129.) Honkanen (2006, 319) introduces two theories that show different factors of motivation. The theory of content includes for example following factors:

- money, materialistic rewards
- feeling of security and continuity
- social relations, other benefits
- personal position, appreciation
- creativity
- clear goals

The other theory Honkanen (2006, 319-320) introduces is the theory of process and it includes following factors of motivation:

- equality and justice
- approving the goals
- how valuable the goal is seen to be
- how possible and reliable the goals achieving is seen
- goals have enough challenge
- participation, setting the goals
- feedback

If there are disagreements and misunderstandings the common goal is thought to be the centre point to scale these problems. The network manager has to be able to secure that the common goal is clear to everyone and that it will be the one and only thing that goes over the problems. (Lipasti, 2007, 84.) When there is motivation, there are of course things that might lower the motivation level. Hyppänen (2007, 143) has introduced these factors as following:

- indeterminacy of work tasks
- defective and inadequate justification of decisions
- continuous changes
- the manager is not up-to-date
- things are not done right or with quality
- work is not meaningful
- there is not enough challenge
- there is not enough possibilities to affect or to participate to decision-making
- tasks are too routine-like

Motivation has three different dimensions that affects to the behaviour; first it is the source of energy and it makes us to act in specific way. Secondly it directs our behaviour and thirdly it tunes our behaviour. (Liukkonen et al. 2006, 12.) The development of motivation is good to follow and then analyse the network actors and to what characteristics of them is needed to put more effort on. For example the actor who has “too much” energy needs to lower the energy level and focus to the essential issues. And again the actor who has the right targets but does not get further, needs empowering and encouraging of trying. (Honkanen, 2006, 317.) To summarize the motivation there is three features that vision motivation. These are direction, effort and persistence. Direction is about achieving what is wanted, effort is the willingness to try to achieve the goals and persistence means the length of trying. (Honkanen, 2006, 316.)

The commitment is maybe more difficult to observe than motivation. Not all organisations are able to or do not want to openly share the real characters of commitment. Many times the commitment is partly faking and people say what is wanted to hear but in reality they are waiting the change to happen again, soon. The real commitment all in all means accepting also the negative features of changes. (Lipasti, 2007, 76.) The realization of commitment is im-

portant because the actors who are committed to the network will accept the common goals and are putting effort to trying to achieve them (Hyppänen, 2007, 142).

There is materialistic ways to make people to commit. These are for example different benefits, rise of salary or special organizing of the work time. (Hyppänen, 2007, 131.) In the networks there often are the situations that extra benefits and material rewards are not possible to give to the actors. In these kinds of situations the network manager should give attention to the inner motivation factors, which have many opportunities. Hyppänen (2007, 142) notes that especially the experts want to feel their work effort as part of some bigger completeness and they also want to see their results. Experts also wish to have free rein to use their expertise. Inspiring features are for example a good team and the network society, feeling of learning and developing of the expertise, but also success, completed tasks, results and feedback. (Hyppänen, 2007, 143.)

Hakanen et al. (2007, 262) presents the point that the network goals should be followed up and measured for guaranteeing the commitment. When the goals and visions are helping with the commitment, the follow up is helping to keep up the commitment. The follow up should be directed to the right parts of the interests and so to ensure right direction for the visions. Follow up, evaluation attached to it and learning based on these issues will guarantee the success of the network. It could be said that there is variable features that makes people motivated and that motivation is an interactive process but the commitment in the end is always an individual's decision. (Hyppänen, 2007, 131.)

4.2.4 Mobilizing the network operations

Sotarauta (2010, 11) suggest that there is three general options for making the network coordination possible. The first thing is that the network managers, in this case, the regional development officers are able to modify the structures and give context for the several development actions. Secondly the coordinator can further and improve the trust between the network actors, make them to be loyal and increase solidarity and cooperation. This requires skills to make the actors find the importance of the mutual benefits and mutual understanding. Third option is to use the emotional parts as a tool for leading. (Sotarauta, 2010, 11.) Mobilizing is not an easy task for the network manager. This of course depends on the features of the network and its actors. But often the network managers have to talk people in or even try to attract them to join in to the network's collaborative actions and then engage and commit. (Sotarauta, 2010, 8.)

Sotarauta (2010, 11) mentions that using tacit knowledge to make social integration between the actors becomes important; such as sharing experiences, feelings and mental models. An efficient network manager is looking for the high-quality cooperation between the network actors and at the same time try-

ing to prevent and reduce the blockages to cooperation. The target is to find the best way to mix the various actors to give the best of their expertise for fulfilling the strategic purposes of the network. (Sotarauta, 2010, 11.)

For managing any network, the network manager needs to have some kind of an operations model or action plan for ensuring that the network achieves the goals and that it is functioning. That is why it is recommended to start the work by executing and analysis of the present state and challenges of the network. (Verkostojohtaminen, 2003). Mobilizing the work starts by identifying the possible actors and also the relevant stakeholders of the network. It continues by identifying their skills, competences, knowledge and resources. It although requires voluntariness from these actors to give their time and effort for the cooperation. (Sotarauta, 2010, 8.)

Identifying what is described earlier is easiest by making a present state analysis. This analysis can vary many ways depending on the field of operations or the characteristics of the network. Network relations require continuous or at least regular evaluation and that is why it is recommended to build common database which is possible to update. The present state analysis can include for example these elements:

- type, class, strategic meaning of the actor/relation
- services or products changed in the relation, contents
- scale of the operations
- starting time, lasting time
- character of the contract
- person relations, special features
- indicator of the relations: development and results

The results of this analysis are grouped after the network relation types. Conclusion of the analysis will give recommendations and development ideas for the whole network. (Hakanen et al. 2007, 144-146.)

The operations model or action plan is easier to create based on the information from the present state analysis. Operations model includes the target and the vision of the network, the network structure, coordination and management plan and also the roles and responsibilities of the actors, possible need for measuring the effectiveness and also the development plan. (Verkostojohtaminen, 2003.) Since one of the most important things for the functioning network is to do tasks together and share the ideas and planning between the actors, it would be recommended to prepare and approve the operations model with all of the network actors. The operations model is relevant when it advances the network actions and development. Here is listed some of the issues that the operations model can include:

- the target of the network: what is the challenge that needs to be solved?
- network actors and structure: is there a need for new members?
- the roles, tasks and responsibilities of each actor

- structuring the information and communication plan
 - decision making process
 - measuring and evaluation plan: has network been successful and how?
 - promoting / marketing plan: how to reveal the results
- (Verkostojohtaminen, 2003.)

When the actors and the network structure have been charted and the common vision, understanding and operations model is accepted, it is reasonable to examine is there enough knowledge and need for new actors in the network. Since the networking is dynamic, it is important to follow up and measure the actions and changes for the development aspect. It is crucial to think does the network need new perspectives from new members or if there is a need for different kind of expertise than already exists. If there is a need for new members it is important to check that they have enough knowledge and competences for helping to achieve the goals. What is also very crucial is, that the new actors are interested in being a part of the network and that they have the possibility to do so (Verkostojohtaminen, 2003), because the mobilization of the network operations and actions really need the willingness from all of the participants to provide their resources to the network (Sotarauta, 2010, 8). Also recommended is to find out if the new potential members have also some other way to support the network than just joining in. (Verkostojohtaminen, 2003.)

So, in the evaluation phase it is reasonable to check the current situation of the members and their activity and motivation levels. If the actor is not motivated or for some reason does not find the common goals relevant, it is important to try to affect and make changes on that. The solution making is needed also in a case where the actor has interest and motivation but cannot join the network actions for some other reasons. More tough decisions have to be done if the actor does not bring any added-value for the network, acts only as a receiver or makes harm for the network functions in some other way. (Verkostojohtaminen, 2003.)

Operations model described earlier considers more of the actors and the whole network planning. But network is a process that has many parts. It actually follows a continuous cycle of planning, doing, implementing, evaluating the operations and doing again, this cycle is repeated as long as the final solution has found. (Verkostojohtaminen, 2003.) When the network is starting its work, or it needs a change, rethinking of a structure or actions, it is beneficial to use different techniques to support the development. One option is to use a tool called PDCA-cycle (Plan, Do, Check, Act), which is created for the development and with what the network manager can check the network functions and actions and direct the operations towards the goals and find the right solutions. The process can be even more efficient if there is also used the network actors' expertise. (PDCA-cycle, Mindtools.)

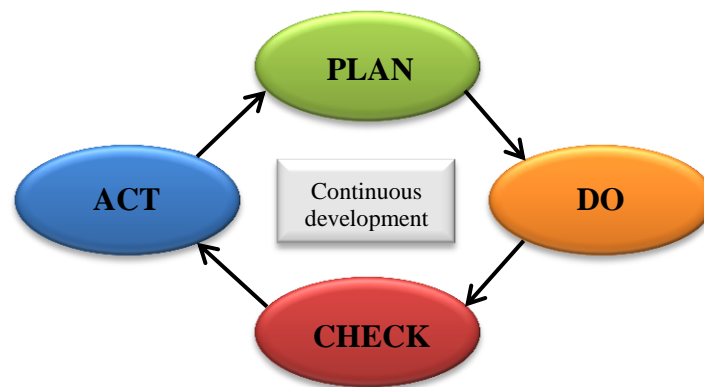


Figure 7 PDCA-cycle.

PDCA-cycle (figure 7) offers solutions to have process that follows the network when there is a need for decision making, problem solving or making changes. This tool ensures that the network actions and decisions are planned, tested and checked utilizing the feedback before further commitments of the implementation. (PDCA-cycle, Mindtools.) In the following is explained shortly the phases of the PDCA-cycle.

Planning

This phase is for identifying the problem (PDCA-cycle, Mindtools). Planning includes detailed action plans, models and methods that give basis for the further work (Verkostojohtaminen, 2003). There exist different kinds of tools that can be utilized for making the identification. After the identification making a flow chart or mind map could be useful for the further acts. Crucial is also to list the other essential issues for searching the solution. (PDCA-cycle, Mindtools.) In the first rounds of the cycle planning is mostly previous planning of the present state analysis, later on the planning goes closer and closer to the final solution (Verkostojohtaminen, 2003).

Doing

This phase means the network activities (PDCA-cycle, Mindtools) and implementation of the plan (Verkostojohtaminen, 2003). In this phase it is essential to generate the possible solutions and ideas but also select the best ones. There exist different tools and techniques for this also. In this phase could be recommended to implement a pilot project for testing the solution, but of course depending on the case. (PDCA-cycle, Mindtools.) In the first rounds of the cycle the implementation is mostly executing the present state analysis but later on it is moving to the implementation of the final solution (Verkostojohtaminen, 2003).

Checking

In the checking phase the network should measure the affections of the solutions and results and make notes for the future. This phase is also for ensuring that the plans are approved and actors are satisfied. (PDCA-cycle, Mindtools.) In the first rounds should be evaluated the present state analysis and later

rounds the measuring and evaluation should focus on the success and affections of the created solution (Verkostojohtaminen, 2003).

Acting

Acting phase is for fully implementing the solution or the plans (PDCA-cycle, Mindtools). In reality the cycle goes around after the evaluation (Verkostojohtaminen, 2003) which is crucial to remember even if this is the last phase of the cycle. The developing is continuous process so it is looping back to the first phase and so on. (PDCA-cycle, Mindtools.)

It is very important that the whole network participates to development and the cycle's different phases. The actors' commitment to the network operations might decrease crucially if for example the decision making after the evaluation phase is given to some external influential. As mentioned earlier, the inclusive managing is very important. (Verkostojohtaminen, 2003.)

PDCA-cycle could be also modified to be as a development cycle for the strategic actions (figure 8). There are the same four elements, but a bit more improved. In the following is represented a modification of the development cycle of an educational institution.

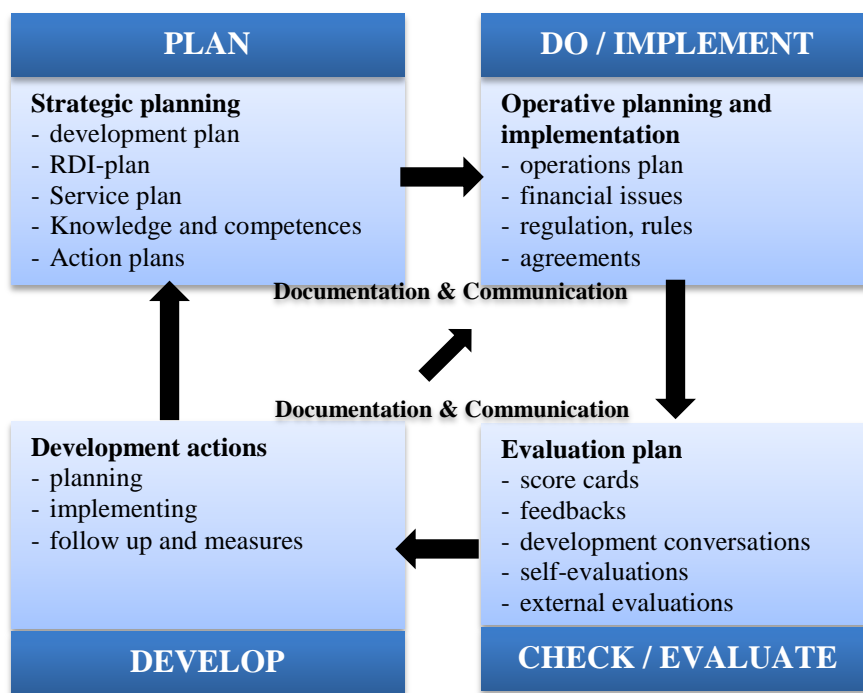


Figure 8 Free modification of the quality system of Mikkeli University of Applied Sciences. Plan-implement-evaluate-develop. (Mikkeli University of Applied Sciences)

Besides models described earlier and that has been mentioned before, the measuring of the network might increase the commitment. Maybe the most important thing in the measuring network actions is to follow up that how the goals and meaning of the network realizes. According to Hakanen et al. (2007, 264) operations and its measurement's target areas can be divided to several perspectives for example after the balanced indicator. These perspectives can for example be the results including to the networking; how the network functions and develops, what is the level of trust and on what level is the network competences of the actors. Second perspective are the strategic results; the benefits from the networking, learning through different sources or for example new contacts. Third could be observed financial results or development of learning and competences.

If the network is measured or followed up, the measurements and indicators have to concentrate to the exact right issues and at the same time direct the actors to focus to the vision. Indicators need to be sufficiently easy to understand and simple enough to interpret. Also the indicators should not be done unnecessarily so the network should just create the indicators that really are needed and used. The creation of the common indicators is recommended to start just when the trust level between the actors is sufficient because the indicators need openness from everyone. The creation of indicators is smartest to do as a process. In the following figure (figure 9) is shown an example of the process. (Hakanen et al. 2007, 268.)

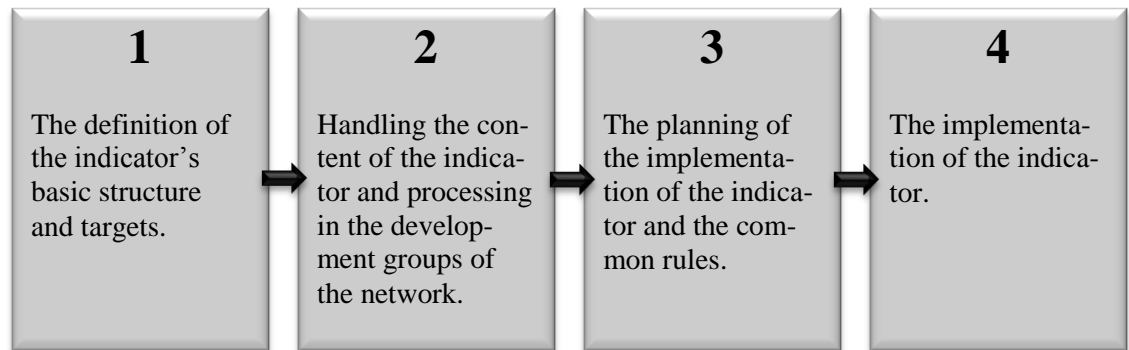


Figure 9 The process of making the indicator.

4.3 Examples of networks

In this chapter is introduced a few functioning networks that have a few similar features with the HämePro -network and from which the HämePro -network could get some ideas for developing its own actions. First is introduced a regional development network called Innolab, which could be described also as a partly strategic cooperation network. Another example also includes regional developers in to the network. This example is a strategic cooperation network of clusters and experts, Multipolis. Third example is Häme Open Campus (HOC), which is a research-, development- and educational network and it op-

erates in the same region with the HämePro –network. This network has been taken as an example because it has almost all of the HämePro –network actors as users / members. It is crucial to discuss about these two networks existence in the region and this point of view has been taken into consideration better in the discussions.

Innolab

Valkokari et al. (2009, 105) present in their production a regional development model that has started in the region of Salo in Finland. The model name is Innolab 2003. The idea of Innolab is to develop the innovation ability in the region and create an innovation environment with the help of the platform and direction model. Background is also a need for creation of the strong bonds between the actors and universities in the area, because Salo does not have its own university.

For the regional development Innolab has experienced as strategic operations model that has removed old barriers and opened up new kind of thinking of innovations. The idea for the operations in Innolab is to activate and increase cooperation between the technology and academic worlds. Cooperation leads to concrete education-, research- and development projects to improve the competitiveness of the actors, regions and clusters. Also one goal is to increase the cooperation between business life and educational institutions. Innolab operates only virtually. It gathers together the actors needed in innovations but no one is forced with – the voluntariness is in the centre, only the high competences and trust are the leading elements in Innolab. (Valkokari et al. 2009, 105.)

Innolab has been used as a model also in Mikkeli. There exists a sub-region forum for technical work. This forum enables an open conversation about the development of technical services, so that they serve the regions vigour, business and industry. The operations model of this forum is regular meetings which includes mayors and technical managers but also representatives from business life and sometimes guests. The goal is to find better understanding and develop cooperation possibilities between public and private sector. They have also created small groups for development projects. (Valkokari et al. 2009, 108.)

Multipolis

Multipolis is a cooperation network of technology companies and regional developers in northern Finland and it is founded in 2000. The network manager originally was the Oulu Region Centre of Expertise programme but currently Multipolis is registered association. Multipolis brings together 17 Centres of Expertise and it includes technology companies, higher education units, research institutions and regional developers. Multipolis is regional innovation policy which goal is to create new and further the development of the techno-

logical products, companies and fields of operation. (Multipolis, 2004; Multipolis, 2012.)

According to the evaluation report (Multipolis, 2004) the goal of Multipolis is to utilize the competence and knowledge in northern Finland as effectively as possible and also disseminate as far as possible. Concrete goal is to improve the competitiveness of the companies in the region and strengthening their knowledge and competences and also create new work places to the high-technology sector. The method Multipolis uses to do this is the cooperation between high technology enterprises and also cooperation between higher education units, research institutions, companies and regional developers.

They describe that Multipolis is the basis of the innovation system where the actors recognize themselves and each other – this enables the planning and predicting. The main thing for the cooperation to happen is sharing the information, producing knowledge and competences and using them. Multipolis supports the public and private sector cooperation in technology development, research and education. The operations in Multipolis are for example different kinds of projects like internationalization of the companies, activating the TEKES-funding to the companies (TEKES – Finnish Funding Agency for Technology and Innovation), developing the companies and business incubators etc.

The evaluation report is found from the webpage of the ministry of interior. The evaluation group gave development suggestions to the network. Among other, there were suggestions to create clear strategic and operational model and also clarify the goals by making them realistic, visual and measurable. Also branding and making the operations visual were recommended. (Multipolis, 2004.)

Häme Open Campus (HOC)

Häme Open Campus (HOC) is an education-, research- and development co-operation network. Currently it is a project which is funded by European Social Funding. The network's purpose is to support and strengthen the knowledge, combined actions and synergies between companies, education-, research- and development organisations regionally, nationally and even internationally. The goals of network coordinating are to decline overlapping and creating new knowledge and new encounters. HOC tries to encourage actors to work openly, open-minded and take new ways of working into consideration. (Häme Open Campus.)

The project funding is ending in the end of the year 2013 and currently the project personnel among the core network members are making plans for the future. HOC is meant to be an operating model and it also enables a virtual platform for cooperation. In to the core members includes the most important development organisations in the region among companies from different fields of operation and educational institutions. (Häme Open Campus.)

5 RESEARCH PROBLEM AND METHODOLOGY

This chapter introduces the research problem and explains the methodology that has been used during the research. The HämePro –network has also been analysed through SWOT-analysis, which is introduced more detailed in the chapter 6.1.

5.1 Research problem

As explained in the chapter 2, the research problem concerns the HämePro –network actions and structure. Because the network actions had a break between years 2009-2011 the network strategy and operations plan is crucial to check and update. By doing this thesis the research problem is tried to be solved. The objective of the research is to make a suggestion of an operations plan for the network and for the network management. The solution is tried to find out through the current information of the network actions and through the empirical work and the theoretical framework.

The research questions for the work are:

1. What does networking mean?
2. How the professional development network can be managed?
3. What development suggestion rises up for the HämePro -network?

5.2 Methods used in research

The methodology studies in university level often have two approaches, quantitative and qualitative. This dividing to two is clear but these two methods can be used together in one research. (Alasuutari, 2011, 31) In qualitative research there are two phases: clarifying the observations and explanation. In this kind of research this could be said with the term “understanding explaining” and referring to the other researches and theoretical framework. Observations are clarified by concentrating to the essential issues and raw observations combining. (Alasuutari, 2011, 50-51.)

Main reasons for choosing the qualitative method are the goal and the background material and also the earlier experiences of the researcher. The research problems in qualitative research usually are concentrating on the revealing the experiences or behaving of the target group or for example when we want to understand phenomena that are not known well. (Räsänen, H. 2011, 5.)

5.2.1 Qualitative method

Because the target group of this research is specific and the research problem is to find out the current situation of the network and the development suggestions the qualitative method is decided to fit best for this research. Qualitative

method has more of an understanding and rational approach and the focus are on the respondents' opinions whereas quantitative method approaches the problem from logical, measurable and critical view. Usually qualitative method is more process oriented whereas quantitative method is result oriented. (Räsänen, H. 2011, 4.) In this research the results are not needed to be measured in quantitative approach.

The collected material for the qualitative research needs to be limited and also for example theme interviews or group conversations are concentrating on some specific research theme. Mostly this phase in the research happens later on during the process. Wide material that has analytical possibilities is handled only from specific theoretical-methodological viewpoints. (Alasuutari, 2011, 51.) The qualitative research has three main parts; knowledge, interpretative or analytical action and report. Knowledge is usually collected through interviews or by observing the target. Actions means techniques and findings or analysis of the theory and report is either written or verbal. (Räsänen, 2011, 6.) Also Tuomi & Sarajärvi (2009, 19) mention that qualitative method cannot be used without theoretical observing, if the work has a survey or research status. Qualitative research could be almost everything that leaves out from the numeric materials and statistical methods.

5.2.2 Data collection methods

The data for this research has been collected by interview (Appendix 1 and 2) and questionnaire survey (Appendix 3). The objective of the interview was to collect information about the HämePro –network and strengthen the background information of the network actions. The person who was interviewed is an expert of the HämePro –network's life cycle because he has been one of the founders of the network and still is a leader of the actions. The questionnaire survey was executed to the HämePro –network actors to collect their opinions and views about the current situation of the network action level and their relations to it.

An interview has been the basic method of human research for decades (Pietilä, 2010, 212). It is one of the most used methods for gathering information. Especially the usage of more free and less structured interview methods has increased. And because an interview is very flexible method it fits for different kinds of researches. (Hirsjärvi & Hurme, 2000, 34-35.) Interviews are possible to execute by individual or group interviews. Individual interviews typically concentrate on the personal understandings and opinions of the interviewee about the topic that is been discussed. (Pietilä, 2010, 215.) It is possible to adjust questions during the interview for the interviewee and there is more possibilities for interpretation of the answers than for example posted questionnaire (Hirsjärvi et al 2009, 205). Interviewer has also possibility to specify the questions and clear the phrases used in answers. For making the interview successful, it is recommended to give the questions beforehand to the interviewee. (Tuomi & Sarajärvi, 2009, 73.)

In the theme interview the answers are not bound to any answer options, respondents can answer with their own words. There also exists a view that questions in theme interview have been set beforehand but interviewer can change the phrasing. Theme interview is targeted to specific themes that are discussed. Theme interview is missing the accurate shape and order like structured form interview has but it is not as fully free as deep interview. (Hirsjärvi & Hurme, 2000, 47-48.) When an interview has been used a way to create material, results typically are wide and multiple text mass that is possible to approach from different ways (Ruusuvuori et al. 2010, 11). In the research of social science the material from the interview might have also other tasks than expressing the cultural parsing. Especially when studying social science processes interview usually has two goals. With these and with documented material is tried to describe the process that is the target of the research. Otherwise from the interview material is possible to analyse the interpretations and meanings that actors have created for the process. In this kind of research the interviewee is an expert of the target of the research. (Alastalo & Åkerman, 2010, 372.)

With an expert interview is usually meant a situation where the interviewee is wished to tell information of the targeted research issue. The interviewee is chosen either by him/her institutional position or the participation of the process that is been researched. Expert interviews are often used to gather background information for the specific research interviews or for the analyzing the literature. The more meaning expert interviews have the more inadequate or diffused the available documented material is. Documented material can also be inadequate alone when interpreting the unfinished or on-going processes. (Alastalo & Åkerman, 2010, 373-376.)

Survey means that kind of form of interview, questionnaire and observation where the material is gathered standardized and where all the respondents create a sample. The questions that are asked are the same for each respondent. Usually in this method is used questionnaire form or structured interview. The objective is to explain, compare and describe the target phenomena. (Hirsjärvi et al. 2009, 134, 193.) Survey is possible to execute as posted form or for example online survey. With online survey the target group is contacted via Internet, usually with web form sent by email. Sometimes recipients might be encouraged to answer the questionnaire with possibility to win a prize. Online survey does not differ so much from the traditional survey. It is also used to gain the understanding the respondent's opinions and visions. It also provides a lot of data and information of the respondents. It is also a cost efficient way to get bigger sample than a traditional survey. (Online Survey, 2010-2013.)

Good thing of the survey is that it gives wide amount of material. It is possible to get a lot of respondents and also ask many questions. Survey also saves time from the researcher. (Hirsjärvi et al. 2009, 195.) If the survey's questionnaire form is sent to indiscriminate group the reply per cent can be expected to be at its best 30-40%. If the form is sent to a specific group, it is realistic to expect higher reply per cent. Also the researcher most likely needs to send a reminder to the target group. This is usually sent two times. The reminder might raise

the per cent even more high. (Hirsjärvi et al. 2009, 196.) Only challenge with survey is the interpretation of results. Also risk is that respondents have not answered reliably or the researcher cannot know how serious answers are. Also it is never sure how much the reply per cent will be. (Hirsjärvi et al. 2009, 195.)

The questionnaire survey for the HämePro –network was executed by using the Webropol 2.0 tool. It is a survey and analysis software that has over 40 000 users worldwide. Webropol 2.0 software is easy and quick to use for gathering information and the question forms are possible to adjust and visualize very customer friendly. Webropol 2.0 is a questionnaire tool, which has several added modules that e.g. help to understand customers and stakeholders better. (Webropol 2.0., 2013.) There are many different tools for making online questionnaires but because Webropol was enabled by HAMK University of Applied Sciences it was decided to use in this research.

5.3 Research target group and sample of the survey

The target group consists of regional development organisations in Kanta-Häme region. Most of the actors are public sector organisations but there are also representatives from the municipalities and few from the private sector but none from the business life. The HämePro –network is introduced better in the section 3.3.

The questionnaire was sent to all of the HämePro –network actors what means 34 recipients at that moment.

5.4 Analysis

The analysis of the results has been done through discussion and observation of the answers. The HämePro -network has also been examined by executing a SWOT-analysis and this has been taken into consideration in the discussions. Through discussion of the results and the theoretical framework there has been defined the HämePro -network and made recommendations for the network and its development and future.

6 RESULTS AND DISCUSSIONS

In this chapter the results of the questionnaire survey is introduced. Also it was reasonable to do SWOT analysis for the HämePro -network for charting the current situation. Later in the text is the discussion of the results and also recommendations and suggestion for the future.

6.1 HämePro SWOT

SWOT (strengths, weaknesses, opportunities, threats) is an important tool for analysing the learning and scanning the environment. With SWOT-analysis the on-going process can be managed and recognize the essential issues. (SWOT-analyysi, 2012.) In the business context, the analysis helps the observing the markets and the company's position. SWOT-analysis could be also used in the starting phase of a strategy process and whenever the observed object is wanted to be analysed more deeply. (SWOT-analysis, Mindtools.) In SWOT the strengths and weaknesses are the internal factors, opportunities and threats instead are the external factors. SWOT-analysis is recommended to use as indicative tool more than an advising solution because of its subjectivity. (SWOT-analyysi.)

For the HämePro -network aspect the SWOT-analysis helps to chart the current situation and search for the development possibilities for the further suggestions. In the figure 10 is introduced the HämePro SWOT and the factors are explained below.

Strengths <ul style="list-style-type: none"> - unofficiality - diversity of actors → wide contacts - expertise - common vision of development - regional developers 	Weaknesses <ul style="list-style-type: none"> - lack of companies - lack of mandate - weak communications - some actors are not as commit as others
Opportunities <ul style="list-style-type: none"> - involving and committing companies to the network - strengthen the competitiveness of Kanta-Häme 	Threats <ul style="list-style-type: none"> - troubled waters - boredom - losing the common goal - confusion between actor organisations - short-term plans

Figure 10 HämePro SWOT

Strengths

The unofficiality of the HämePro -network can be seen as its biggest strength. As earlier mentioned the unofficial network has positive sides for example dis-

seminating information that not necessarily would go forward or goes slowly between the actor organisations. The HämePro –network’s actors have felt the unofficiality as a positive thing. Actors are dealing with each other also in other associations, mostly official ones, so unofficiality brings certain freedom to the developing.

Diversity of the actors means the wideness of the action field. In to the Häme-Pro –network belong the most important development organisations of Kanta-Häme region, so the contact field is also wide. Because the question is about development network and particularly from the regional development aspect, it is strength to have variable actor group. Also the expertise of the actors has to be mentioned, because from each actor organisation there is either the highest or second highest manager involved. This is actually great strength because even though the network is unofficial and it does not have a mandate, the development suggestions have possibility to go forward and actor organisations can take them into consideration in the official associations.

The thing that the HämePro -network has been created to be based on the common vision is very important. All the actors are regional developers so it should be easy to work in the developing network around that common vision, because the official task of the organisations connects to the regional development in a way or another. So here is a chance to happen one of the success possibilities of the networking which is that the network actions support the actual work of the actor organisations and vice versa.

Weaknesses

The HämePro –network is missing the mandate to do official decisions, which is just because the network has been wanted to keep unofficial. This can be seen as a weakness even though as said in the strengths, there is high level decision makers involved. Without mandate there is no guarantee that the development suggestions and ideas will go through in an official associations. But in spite of this, unofficiality cannot be counted as weakness because it has very many positive sides.

One of the biggest weaknesses in the HämePro –network can be seen the lack of representation of the companies. Of course it is true that the actor organisations have wide connections to the business world but it cannot be compared to that issue, that the companies would have representative in the network. In this context can be talked particularly the biggest companies who have strong influence in the region and also resources and definitely interest in the regional development and also who might see themselves as a part of this kind of network.

The HämePro –network had clear troubled waters between the years 2009-2011. These kinds of breaks should not happen for the continuing of the network. Communication between the actors about the HämePro –network has been slight during this period when the networks “services” has not been need-

ed. The actors were unaware about the future of the network so the lack of sufficient communication can be seen as a weakness but it is possible to fix.

The issue that not all of the actors are as committed as the others is a weakness. This possibly could be put on a minor communication's fault, because there have been changes inside the actor organisations; people has changed etc. and not all of the actors see the HämePro –network as important as some others. The less committed members could, in the worst case, change to a threat to the functioning network, because they are not necessarily joining the common work with the same contribution than the others. They might just benefit of the results and in the long run this might have affect to the relations between the actors.

Opportunities

The biggest opportunity from the network development point of view could be the committing the companies to the network actions. The representation of the companies would bring value to the actions with the new perspectives of the business world. With this action the development field would widen also from the regional development aspect because it would give the straight contact to the important resources in the region. One of the lifelines of the functioning network is the contacts to the business life. If looking the other development networks in the country, they have stronger contacts to the business life than the HämePro -network seems to have at the moment.

Bringing the companies to the developing cooperation enables also the competitiveness of Kanta-Häme region. The HämePro –network's vision is that people can and want to live and work in Kanta-Häme so companies bring employment opportunities and also attract people to move to Kanta-Häme.

Threats

The biggest threat is of course the repeat of troubled waters and through that the loss of the actors' interest and trust to the network. This threat is real unless the actions are developed and the network management accelerated. Even the network has a common vision the action goals and objectives need clarification. Of course it is not possible to assume that an unofficial network would be as active always but the communication needs to become more regular and network actors cannot feel that they have been forgotten.

Boredom is also a threat. As Malkamäki (2006) has mentioned, that after the enthusiastic start might become network tiredness, when the everyday routines start. This is why the network needs to have a motivation plan. This brings up the issue that the HämePro –network does not have a long-term plans, the future has planned only task by task. Because the actors have not been kept active and contact enough became the troubled waters.

In the Kanta-Häme region has happened a lot of changes in the organisations lately. Especially development organisations have had changes in the personnel, but also in the administration of the city has had some changes, for example elections and change of a board. There is always a possibility that these kinds of changes could be a threat to the development network. Authority levels might change and there might appear disagreements and confusion between the organisations which might affect also on the network relations. Preparing these kinds of threats could be the building the strong trust and commitment between the actors. It is important that the HämePro –actors understand that they need each other.

6.2 Questionnaire survey

The questionnaire form (Appendix 3) was executed by Webropol 2.0 software tool. It was possible to send the form via Webropol by adding the e-mail addresses of respondents in the system but concerning the target group it was better to use more personal approach and send a link to the questionnaire via e-mail. E-mails were sent three times, first e-mail at Jan14th, second Jan 20th and the last one Jan 30th, the day before the last possible reply date. The questionnaire form was closed at Jan 31st.

The target group was getting two more questionnaires later on according to other issues, so this particular survey wanted to be done agile for receiving as many answers as possible. Also there was a request that the survey should not burden the respondents too much. The vice executive director of the Regional Council of Häme reminded respondents about the survey and prompt them to answer. The researcher was optimistic of the reply per cent because many of the actors of the HämePro –network are familiar to her from the past and because of this they may answer more actively. In the target group some of the actors are in that kind of political or institutional position that the researcher was not expecting them to have time to answer. Because all actors of the target group have Finnish as mother tongue, the questions were in Finnish language. For this research the questions and answers as they are handled, are translated in English. The answers are also handled confidentially and so that the respondents identity would not be possible to recognise.

As mentioned earlier the questionnaire was sent to all of the HämePro –network actors (34 persons) from which 16 responded. This means that the reply per cent was 47 %. Reply per cent can be considered good.

6.2.1 Results of the survey

In the beginning of the questionnaire the respondents were asked to fill their background information: name, organisation, position in the organisation and e-mail address. This information was asked even though the answers are handled confidentially. If the answers will give some further actions towards some respondent for example if there appears need for clarifications, the background

information is good to have. Also the results of the research have been promised to disseminate to the HämePro –network actors. All of the questions were obligatory but with background information it was still possible to answer anonymous by filling the fields with alphabetical characters or symbols. Because all of the questions were obligatory, all the respondents (16) answered to all of the questions. This is why the amount is not mentioned specifically while going through each question in the following. The reason why the questions were chosen to be obligatory was the fact that there is a chance to get answers to each question. It was possible to fill the answer box only with a line, but the questions been obligatory instead of optional gave a little bit more certainty to get more answers.

First actual question was “*How important do you find the HämePro –network?*” The answer alternatives were selection from very important, important, quite important, slightly important, and not at all important. Figure 11 below shows distribution of the answers. 31 % of the respondents show commitment by answering that they find the HämePro –network very important. 44% find network important and 25 % find it quite important. It is positive for the network functions that none of the respondents found the network slightly or not at all important.

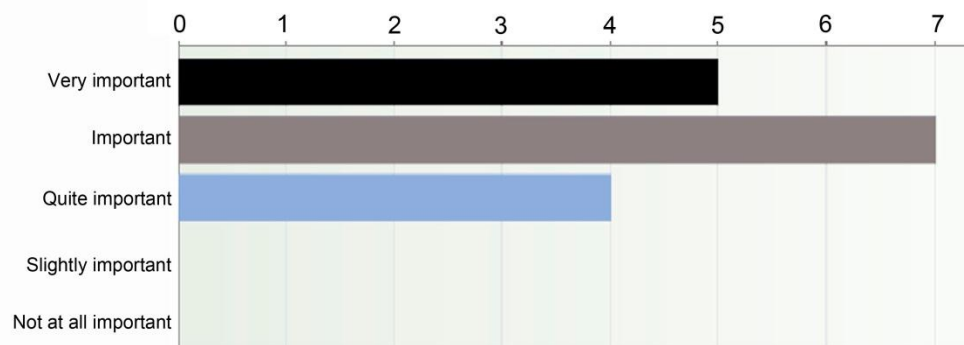


Figure 11 Question nr 1. How important do you find the HämePro –network?

Question number two was “*How committed you are to the HämePro –network?*” and answer alternatives were selection from very committed, committed, quite committed, slightly committed and not at all committed. In the figure 12 can be seen the distribution of these answers. As in the first question about the importance, 31 % of the respondents also find that they are very committed. 44% find that they are committed, 19 % of the respondents are quite committed and 6 % slightly committed. This distribution might be explained by the changes inside the organisations. There have become new actors that not yet are familiar with the HämePro –network and all of the benefits it gives and they have not yet got in to the action. Especially when looking at the replies on slightly and quite committed parts.

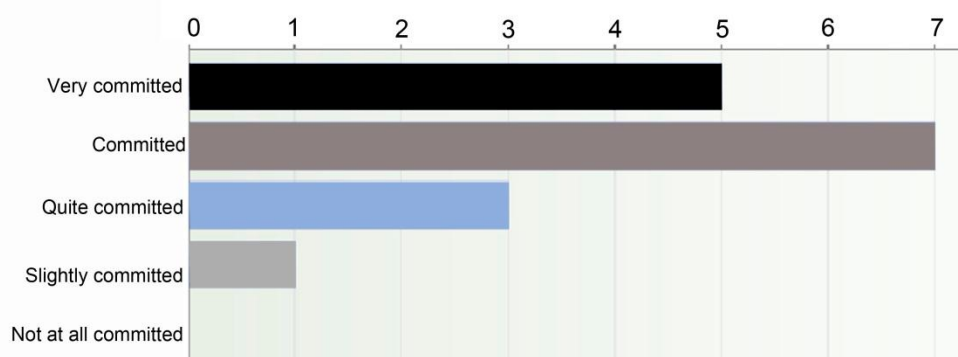


Figure 12 Question nr 2. How committed you are to the HämePro –network?

In the third question (Figure 13) respondents got to choose from the given options what does including in the HämePro –network mean to their own organisation. This question was multiple selections with twelve alternatives and one open alternative. Most chosen alternative was cooperation, 12 of respondents finds that meaningful for their organisation. Second most selections were common goals and partnerships, 11 of respondents had picked these. 10 of the respondents see the information sharing and participating as the meaning of network. 8 of the respondents see that including to the network means openness, sharing knowledge and getting new contacts to their organisation. Other alternatives were also chosen, respondents think that networking is means also trust, commitment, reducing overlapping and extra resources but also bringing up new ideas and themes especially in developing. Some of the respondents find that influence does not show to the organisation level so well.

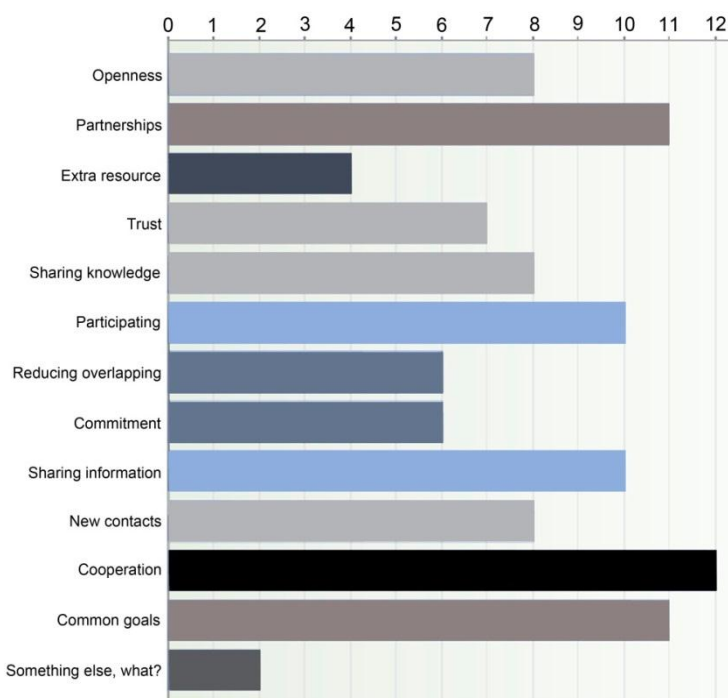


Figure 13 Question nr 3. What does the HämePro –network mean to your organisation?

Question number four was an open question, where respondents could answer with their own words. Question was “*What benefits the HämePro –network gives to the regional development and cooperation done in the region?*” For the regional development and cooperation the HämePro –network is seen very important, open forum. Networking, getting to know each other and each other’s expertise will strengthen the cooperation in the region and deepens the trust between the development actors. With collaboration is created common goals and vision, which also were wished to make more apparent. It was also found that with networking the roles of actors will become clearer and the centre points of regional development will be found. There was also a comment about the diversity of the actors’ field of operation that it gives benefit for the network and interdisciplinary viewpoints for the inspection of the issues.

In the next question respondents could reflect the HämePro –network to their own organisation again. The question was “*What benefits the HämePro –network gives to your own organisation?*” The respondents see the benefits to their own organisations quite widely. The network has been found out to be a good platform for testing new ideas and thoughts. This way the actors certainly get professional reflections and wide perspective to their ideas. With the HämePro –network the respondents also told to clarify their own organisation’s strategy and it was found that the expertise and vision in the network is utilised when actors are bringing the affairs and issues forward in their own organisations. The respondents felt that they get information from the network but also that they can disseminate information from their organisations. Additionally the participation to the network was also found to be a chance to get influence in developing and give and get resources and support from each other.

In the question number seven respondents were asked to give their opinion “*Should the HämePro –network be more active?*” (Figure 14). This was an impressive percentage, 81 % said yes and only 19 % thinks that the network should not be more active. This distribution shows that the majority of the respondent finds the network important and needed and they need and want it to be in action more that it has been. Some of the respondents perhaps finds current work load from the network sufficient or they may feel that they get what they need from the network when it is like it currently exists.

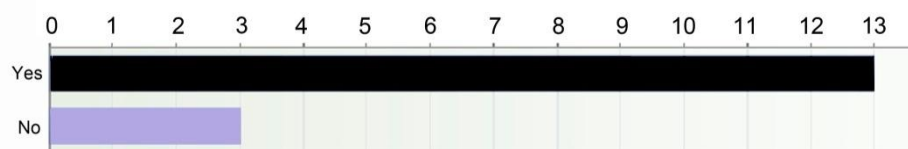


Figure 14 Question nr 6. Should the HämePro -network be more active?

According to the previous question, the respondents were asked to explain why did they answered “no” if they did and if they answered “yes” they were re-

quested to explain the reasons why do they think that the network needs to be more active. The respondents, who answered no, find that the current activity level is sufficient to their point of view. This might have many reasons for example that the organisation is only looking for information and cooperation partners from the network and they find that they get these. From those respondents' answers, who think that the HämePro -network should be more active, strongly rose up the need for more regular meetings and finding common and concrete tasks. Comments handled for example world's changing that everything has to go forward so there simply is no space and time for breaks in action. There rose up also a suggestion of updating the network action model so the motivation stays up among the actors.

Question number nine was "*What should be the next big action in the HämePro -network?*" We know that the task for the year 2013 for the network is planned to be the participating to the preparing of regional plan and strategy, Häme Programme, but with this question was wanted to find out if the actors have some ideas for the network and also find out how they see the acting in the network. The answers were positive surprise, actors seem to have many ideas that they find useful for the network actions. Some of the respondents saw the Häme Programme as the next big thing, as it is. Other thoughts were for example updating the vision and goals of the HämePro -network, finding the most important things for the network that will be brought forward together and that could be basis for the actors' organisation plans too. Besides finding the top3 of tasks for the HämePro -network, there was mentioned the searching for the centre points of Kanta-Häme region but these could be thought to be the same than the HämePro centre points, since the regional development is at stake in the network. Also the futures predicting rose up in the answers and a few respondent suggested the concentration on the business life and reasoning how to help the region's entrepreneurs and companies to develop their growth and internationalisation.

Tenth question was "*What do you think about the HämePro -network's course of action?*" Generally speaking the respondents have found the course of action good. Especially there were mentions about the unofficiality and the freedom that comes from it. Although the respondents wished that the operations model and network management would be developed and through that commit the actors even more to the network actions. This may get help from the choosing the handled issues; which should consider all actors. Also respondents wished the strengthening of the network's position. This perhaps means that some of the actors would like the network to have a mandate but it also might mean that there is a wish to promote and make the network known more.

Question number eleven was likewise an open question "*What would you wish from the HämePro -network?*" The most wishes were activity, collaboration and rising and handling the concrete issues and themes. There rose also wishes that the network could be strong, trust could be deep between the actors and so that the competition and arranging the competition could be extirpated if it exists.

In the last question the respondents were asked to give some ideas for the developing “*How would you develop the HämePro -network?*” The respondent had good ideas and actually many of them are reasonable and doable. Here is summarising of the ideas:

- video conferences for accelerating the productivity and action
- short, effective meetings
- developing in themes
- target-orientation
- developing the entrepreneurship in the region
- more network management
- promoting/marketing the network → getting a face to the HämePro – network, personify it
- new actors, new faces, young people: new perspectives
- wider, stronger and deeper looking around in the environment

6.2.2 Discussion of the results

First of all we have to remember that all respondents have interpreted the questions and options with their own way and answered from the perspective of their own operations.

As the figures show, most of the respondents find the network important and at the same time they feel committed. This is of course positive considering that the network had a few years break in the cooperation. Maybe it could be even read that some of the respondents did not think that the break was bad, or then the time has just went so fast that the break did not feel so long. As in the interpretation of the figure 12 is mentioned, some of the respondents find themselves only slightly committed. The reason to this can be for example that the actors are new in the network and because of that they have not been involved in the network actions before. The reason could also be that the network actions are not close enough to the respondent, they do not meet respondents or the organisation’s needs so strongly or that the break in the cooperation has anyway affected to the quality of the answer. Positive is that none of the respondents answered the last option; not at all committed. This of course tells that the home organisations of the HämePro -network actors’ are committed to the regional development and through this also the organisations’ representatives are committed to the network operations. The issue that the network management should pay attention is the slightly committed actors. First task is to find out what is the reason behind it and after that try to find the solution to fix the situation. If the reason is that the actor is new in the network, the motivating and orientation are very important as well as introducing the new actor with other network actors. If the reason is for example the network goal or the operations long distance to the actor organisations’ needs, the issue should be discovered and discussed and try to find interfaces so that both; this specific actor and also the other network actors, will benefit of the cooperation.

The idea behind the question about the meaning of the network was to find out how the respondents see the HämePro -network through their own organisations. The options that were given represented the networking in general. With this question wanted to find out things that will rise up as the most important issues among the respondents from their home organisations point of view. It was not a surprise that the options of cooperation, partnership and common goal gathered the most answers; this perhaps is the most general need from the networking among the organisations. It is interesting that all of the options were chosen in some reply percent, which means that the actors think that all of the given options are somehow meaningful to their organisations in networking; of course it has to be taken into account that not all of the respondents chose all options. What again is surprising is that only a few of the respondents feel that involving to the HämePro -network mean openness and sharing knowledge. Also when observing the reply amount in the option of trust, which was chosen by less than half of the respondents, would be justified to think the reasons behind this. When examining the theory about the trust, openness and sharing knowledge and competences, there is a strong connection between these issues. When the trust level gets deeper between the network actors, the sharing knowledge and being open to each other gets easier and vice versa. Again the reasons for the answering level to this option are many. Mainly if the new actors have not chosen this option, the reason is understandable; there has not been time to build the trust yet. But more concerning is that the trust level between the actors is low; I think this is the most important issue to apply into when thinking about the network management. Building trust is not the only thing; more likely it has to be maintained all the time - it is not enough that the trust has been achieved, there will always be a threat for the trust level to fall down fast.

From the most chosen options in the previous question can be discovered that actors have quite clear picture of the HämePro -network's basic idea and the goal through their own organisations. Only a few has chosen that the meaning of the HämePro -network for their organisation is also the extra resource, or that the meaning is to reduce overlapping. The HämePro -network's meaning until now has been sharing knowledge, information and expertise for the regional development. It is of course great if this can be interpreted so, that the actor organisations get benefit from the networking so that their own resources increase.

The wide scale on the dividing of the chosen options could also be examined differently than in front; which means that perhaps the actors' understanding and impression about the HämePro -network's objective and goals differs much from each other. This means that the network's goals would be reasonable to update, create and crystallize the network's vision and create common rules and operations plan. It has to be clear to each network actor, what are the mutual vision and operations and what each actor can bring to the network and what they can get from the cooperation.

In the fourth question from the respondents wanted to find out how do they see the HämePro -network as regional development and cooperation perspective. I think the viewpoints of the benefits for regional developing are quite parallel between the respondents. This is only positive because it creates easier basis for the network development and management. The fact that the network actors find introduction to each other very important for the basis to building trust, strengthen the justification to the development of the mutual interactions and supporting and raising the common recognition. Because the actors come from different fields it is guaranteed that the cross-disciplinarity shows in the operations. According to the answers this has been seen a positive thing which increases conversation and wide perspective. Also under this theme has been handled the trust between the actors and its connection to the knowing each other and through that to a stronger cooperation and commitment to the operations.

Next question handled again the actor organisations' perspective. This question was close to the previous one, but now the respondents could describe with their own words what kind of benefits they find from the network. Even though the network's task has been participating to the regional strategy work, the respondents still feel that they can test their ideas and thoughts in the network. As the interpretation of the answers show, the network actors see the benefits with a wide scale. Maybe by developing the network and creating the earlier mentioned operations plan and with crystallization of the vision could be found more common benefits but also individual ones and maybe also regional benefits and why not cross-border benefits too.

Almost all of the respondents thought that the network should be more active. Already from these answers could be made conclusions that the development of the network is needed and important. In the answers was brought up also the break in the cooperation and was noted that the operations need to get some new energy and activity. There was also mentioned that the network's dynamic remains when the network has more common meetings. As earlier noted, the world is changing and already for the maintaining the competitiveness of the region the network's operations need to be developed and pushed forward. In the open questions the respondents were also pondering the actions of the HämePro -network and many respondents were thinking that the next big thing is the currently on-going action; the regional strategy work. In one sense this question was also for the ideas and opinions of the respondents; what actions the HämePro -network could have. Many answers were handling the search for the cutting edges; which refers to the regional strategy but there were also mentions about network's vision and creating an operations plan and finding the most important tasks for the network. Also a suggestion was that the network could take part to the planning of the new funding programme period and international issues.

The last three open questions brought up probably the most important perspectives. The network has worked as an unofficial network and this has been thought as a good thing and it has given certain freedom. On the other hand the

network was found out as open but also was mentioned that it cannot be too free and also that the position of the network need to be strengthened. In the last strategy the HämePro -network had thought the general issues of networking; communications and promotion. For some reason this activity just did not get wind under the wings at that time, but now the HämePro -network has a new opportunity to be apparent - if this will be the common agreement. The networking has perhaps come more familiar among the actors and they are more aware of the benefits. The previous strategy said that the network needs to bring itself to the awareness of the media and companies and that its main issues need to be crystallized. I think these thoughts could still be used; we should not reinvent the wheel but of course these thoughts need to be updated towards today's possibilities. There were also mentioned that the contribution from the executive director of Kanta-Häme has been remarkable and great and this cooperation was wished to continue. Some of the answers also reflected to that network should be more active and the goal setting needs to be concrete.

The amount of the development ideas which have been introduced in the previous section 6.2.1. was surprisingly high. I think it is reasonable to interpret more of these and bring them to the network development. If reflecting to the literature; one of the key elements of the network motivating is to include the actors to the development. So also in this case it would be important to bring up the issue, that the actors' development ideas have been taken into consideration and utilized when planning the network's future. It is also showing from the development ideas, that the actors see the need for HämePro -network as one of the region's development elements and also one interesting point of view was that the actors also suggested the idea of the new faces; new members and perspectives to the network, from which can be pulled a conclusion that the business life representatives could bring this dimension to the network.

6.3 Definition of the HämePro -network

When the HämePro -network is observed through the theory, it could be discovered that it combines more than just one network categories. First of all the HämePro -network is an unofficial network. Like Silvennoinen (2008, 10, 34) has noted this kind of network is for sharing knowledge, competences, expertise and the network has a common interest. This has actually been the setting of the HämePro -network from its beginning; working together a little bit more relaxed way but anyway seriously - so basically avoiding the delay elements of the bureaucracy and officiality. On the other hand, the HämePro -network could be thought as a strategic network. It has never worked on its own, it has always taken part to some development task that was anyway going to be executed, but it has a core organisation to navigate its operations; the Regional Council of Häme, it has the common vision; the vision of Kanta-Häme, and it has the mutual development project; the regional strategy.

HämePro -network is also an expert network. It consists of the most important development organisations and municipality managers; so the experts of their

fields of operations. Also there are the management of each actor organisation. The features of the expert network fulfil through the competence level of the actors, the common sharing of the knowledge and competences and through self-development of the actors. Also could be said, even though the actor organisations work among the same kind of tasks, the networking still is cross-disciplinary. When again the HämePro -network is observed through the regional development network categorizing, could be discovered that it is a searching network as it is described in the section 4.1.1.

6.4 Recommendations for the HämePro –network

We have to remember that the strategy work where the HämePro -network was included in 2008 was not writing the strategy to the network itself, it was a regional strategy work; the regional programme work. Of course there was some reasoning about how the network will continue working, but then became tiredness and the operations did not continue. The network actors and their home organisations were somehow chartered in the beginning to see their competences and goals. But there has gone 4-5 years from that, so it would be reasonable to do this kind of charting again. The operations of the regional development and the organisations' roles have probably changed during these years, they have become even more meaningful for the regional development, comparing to what it was back in the beginning of the network.

Even though the cutting edges of Kanta-Häme from Häme Programme will direct the HämePro -network's actor organisations, it does not necessarily mean that these heads have to be also the HämePro -network's head actions or themes. The network has a good situation to develop from now on when currently the operations are active. The commitment to the common vision comes already through the actors' home organisations' commitment to the regional development. Of course it is important to remember that when the operations model for the network is planned, each actor needs to be taken into account and each actor needs to benefit from the networking and participating.

The HämePro -network has been experienced to be a good and combining factor in the region's developing. Actually in the evaluation of the former regional programme it was suggested that the HämePro -network should get wider mandate to effect on the content of the regional programme. This shows how well the expertise of the HämePro -network is recognized among those actors who are familiar with it and this gives one reason more to keep up the actions and courage the motivation. As the actors had suggested in the answers of the questionnaire survey, the network management needs to be developed. It is important that the network actors can have influence on the managerial decisions; this is one way to motivate them too. Of course, as discovered in the theory also, the motivation has to come from each individual, but it is the clear operations model and vision and clarification of the benefits that make the actors work. When the goals are crystallized it is easier to act and try to achieve them. The network management exists because of this target and it is true that

this kind of development network needs guidance and leading from one core organisation.

When talking about the network manager's role in the HämePro -network, the first thought is that because the work the HämePro -network has been joining in earlier and now, is by nature a regular work for the Regional Council of Häme, it is simple to continue to have the council as a network leader. It is not necessarily reasonable to try the rotation in the network management. But of course this depends on how the network will develop and will be decided to organize in the future; there might be possibilities for example to have leaders for different themes as it has been mentioned in the section 4.2.1. But before the network can take this step forward it needs to get the operations model and common rules in shape. As described later in the section 6.5. the operations model includes many sub-operations; such as motivation plan or dissemination plan. If talking about the motivation of the actors, I would not recommend the materialistic rewards for the network. The operations are mostly public sector operations, even though it is suggested to involve the private sector; business life, with. This is one reason why most likely these kinds of rewards would not even be possible. For the motivation plan I would recommend to think about some other benefits; showing appreciation and showing that the actors and their work contribution are included and recognized. Also the tasks that will be decided for the network should be challenging enough and there need to be an interface to the actors' home organisations. For avoiding the lack of motivation it is recommendable to look at the listing in the chapter 4.2.3. about the lowering features of motivation.

One of my recommendation for the HämePro -network is to seriously consider and discuss about the actors' competences and resources; are they sufficient enough for the network's future. Because there is a strong basis for the HämePro -network to continue the working among the regional development in the future also, it is reasonable that the network ties up the business life to its actions. This perspective was also seen in the actors' development suggestions. The HämePro -network has actors from the private sector, such as the development organisations, but in this case it is not the same thing than the business life representatives. As already many examples of the similar kinds of networks, as well as the theoretical sources show that the regional development networks need the straight contact surface to the companies. This works out best when the network invites the business life representatives to join the network actions. Of course there is a possibility for the network to invite only visiting business representatives but for the stability, fluent communication and trust building's sake I would recommend the network to invite the business representatives as permanent network actors. For the regional development the business life representatives could be and perhaps it would also be the best if they were from the biggest and stable companies from the area. I believe that the companies have interest to join the network and be part of the regional development. They also have different resources that they can give to the network and its operations and through that also to commit.

Then I think there is a need to discuss about the amount and structure of the development networks in the region. Most likely I would like to point out the Häme Open Campus, which was introduced shortly in the section 4.3. So Häme Open Campus (HOC) consists of the research-, development- and educational actors. It is an EU-funded project but currently it is making plans for the time after the funding. It is the goal of the European Social Funding - projects to instill the operations to the region's actors and development actions. HOC has basically two sides, other one is the web based platform as a cooperation tool for the actors to use and it is also a channel for sharing the foresight information. The other side is the operational part where the project personnel are trying to activate the people to work more openly with each other and share competences and be open for new ways of working. Also one goal is to try to reduce the overlapping in the companies and get them to share the resources. Now the discussions are about the future of HOC. It looks like that the virtual platform is going to divide so that the Regional Council of Häme will take care of the foresight part. The future of the other part, the cooperation tool, is still open. The operational actions actually have been successful and people have found out each other and started to do more cooperation together.

When observing these two networks, the HämePro -network and Häme Open Campus, there are some similarities. And the fact that Häme Open Campus has some of the HämePro -network's actors as active members in a way or another in the network; brings up the question are these two networks overlapping unnecessarily? When thinking about the HämePro -network in the future and the wishes and development suggestion from the actors; for example to have more meetings, it could be one option to have some kind of a virtual communication platform for the network. Combining the HämePro -network actors with the foresight platform/website from HOC would be one option. Foreseeing is one of the tasks of the HämePro -network's actors since it is strongly attached to the regional development. The Regional Council of Häme could this way utilize the actors' futures foresight knowledge and expertise by making them to producing foresight information to the website. I truly recommend the Regional Council of Häme to consider this option. This of course needs further planning and discussing of the practical issues like where to base the platform for example. The most practical would, in my opinion, to be beside the Regional Council's website, since it is the home of the network leader also.

6.5 Next steps

The summary of the recommendations and the suggestion of the next steps for the HämePro -network's development are introduced in the following:

1. *Executing a present state analysis*; charting the network actors by executing the present state analysis which includes the essential issues of the network actors, for example:
 - names of the representatives, status, type of the organisation

- knowledge areas and competences of the organisation
- scale of operations
- starting time (joining the network)
- person relations, special features or competences
- development status
- responsibilities (when defined)

Based on this information would be recommendable to create a database which is possible to update when changes appear and which is available for each network actor. This suggestion is of course possible to edit and make additions if needed.

2. *Creating an operations plan*; executing this together with the network actors; using methods like workshops, future workshop tools, PDCA-cycle (introduced in the section 4.2.4). Operations plan could include for example:

- the target/vision of the network (defined and agreed together with the actors); answering the question what challenges and problems the network should solve; for example the top 3 tasks for the network
- the roles and detailed responsibilities of the network leader and each actor
- common rules
- risk management plan; includes the plans how to act when unexpected happens or if there exists problems between the actors
- motivation plan; this can include also plans of seminars, educations possibilities etc.
- dissemination and promotion plan and responsibilities; including more effort on the media connections
- internal communication plan; including network meetings
- measuring and evaluation plan; suggestion to use light methods and only measure issues that the network sees important and needed

Also recommendable could be some kind of a schedule for short-term and also for the longer-term periods. The plans suggested in front do not have to be heavy, if the network decides to keep it simple, but anyway they are needed for creating a functional network.

3. *Discussions with the network actors*

- of the mandate of the network; considering the issue that the expertise is well recognized and it has been mentioned that the HämePro -network could join more to the developing and contents of the strategy process
- of the need for the new members and possibly some new competences to complete the network functionality; considering to involve the business life to the network

4. Executing the platform

- planning and executing the foresight website together with the Regional Council of Häme; communication platform for the network
- foresight information produced by the network actors

A suggestion of the schedule for starting these development acts would be the late autumn of the 2013. The reason for this is that since the Regional Council of Häme is currently in the middle of the preparing process of the regional strategy and the HämePro -network is involved, it might be too much and distracting to start the network's future plans right now. But I suggest that the network leader starts to think about the actions already and makes some pre-plans and gives them to the network actors for a comment round.

7 CONCLUSIONS

In this final part the conclusions, achieved objectives and the reliability of the survey are introduced. Also in the end are the comments from the thesis author.

7.1 Final conclusions of the research

Developing the network is demanding. Answering to the requests of the whole network, combining the processes of each actor and empowering, agreeing the common rules bring challenges to the development. The network actors always differ from each other with way or another, that fact with the resources and insecurity of the benefits can effect on the motivation to participate. The network manager needs to know the actors and their needs and goals for deepening the cooperation and finding the same direction to the development. Networking is also a risk. When the cooperation gets deeper, the common dependency increases and requires new demanding and risks. That is why the network has to pay attention to the risk management. One actor that does not follow or understand the basis of the cooperation might cause major problems. The basic idea of the network is to create cooperation relations that enable success and development possibilities for each actor. (Lehto & Valkokari, 2003, 4-6.)

In Kanta-Häme region, as well as many other regions, happens a lot of changes and developing at the moment. Currently the regional programme, Häme Programme, is processed and it is supposed to give the cutting edges of the development. For this work the expertise of the HämePro –network has been utilized before and is utilized at the moment also. It has been observed in the region that this kind of top combination of the development experts is reliable, trustful and full of competence and it is needed also in the other associations than just working on the regional programme. At the moment it is going on a lot of other things too in Kanta-Häme. Currently Hämeenlinna and Forssa are looking for a new mayors, Hämeenlinna has got a higher education center

which is created by the University of Applied Sciences and the development organisations. When there are changes in these levels, the changes inevitably affect to everything, also when talking about networks. The region of Kanta-Häme is relatively small, it is divided in three areas; Hämeenlinna, Riihimäki and Forssa. It is reasonable to discuss about the amount of the development networks in the region. There can be many networks, of course, and many of these networks have overlapping of the members; which is a good thing too. But what really need to be taken into consideration are the operations, visions and targets of these networks; it is not practical that in a small region the networks are doing or developing the same things, at the same time and often unaware of each other.

For developing the competitiveness in the region, the networks can also effect on that by following the cutting edges from Häme Programme. When things are done openly and together, as a front, it creates a strong, developing and growing region. The competition in the region is of course desirable, as far as it is healthy competition. But each actor in the region need to have the wider look and skills to see and predict those places where the competition setting should be put down for a while and go forward as a partners; seeing the win-win situations that for example the networks offer.

It is especially important for the network leader, in this case the Regional Council of Häme, to get the HämePro -network motivation and interest level to stay high so that the network is dynamic and inspired to continue the working after the Häme Programme is ready. Now if ever the network leader has a time to create and build stability, trust and belief to the actors. Also important is to get the new members to know the others and start building the trust between them.

7.2 Achieved objectives

The idea of the thesis came up when thinking about the regional development and the HämePro -network's role and how to motivate and activate it to cooperate more and also avoid the troubled waters. The objectives of the thesis was to create suggestions and recommendations for the network management and development by observing and examining the theoretical literature and the current situation of the network but also by discovering the network actors' opinions and views of networking.

The objectives were started to examine by creating the research questions:

1. What does networking mean?
2. How the professional development network can be managed?
3. What development suggestion rises up for the HämePro -network?

The first research question is basically answered by the theoretical framework. In the theory part of the thesis I have defined the networking in general and al-

so examined it through the regional development perspective; which I found important since the target group of the thesis is in the core of the regional development. I also discovered the theory about the functioning network because I found that essential for the network development; it is crucial to get the network to be functioning. If the network is functioning there exist always risks and challenges, so I thought it was also essential to go through the possible risks and problems that the network might face; and also how to deal these challenges. By discovering these issues the first research question is quite much covered.

The second question is also mostly answered through theory; examining the network management and network manager's role but I thought it would be essential to discover also the other network member roles. As one of the most important and affecting element of the network management is the motivating and committing the actors, these issues have also been discovered in the theory. But besides the theory I think I got good answers for the development suggestions for the network management by executing the questionnaire survey for the network actors. As one essential issue of the network management I discovered a few examples of the mobilization of the network operations; these helped also finding the answers and support the recommendations for the third research question. As the second question was about finding out how to manage the professional development network, I would say that I more likely was examining the network management in general. I discovered the different forms of networks and also found a few examples of the similar networks than the HämePro -network for to create a picture and definition of the HämePro -network. I would say that these issues cover the question two and answer to the question how the management and leadership is supposed to be executed for achieving a functional network.

As mentioned earlier the third question was answered through the answers from the questionnaire survey. The question form could have been even more detailed but I think the answers were good and sufficient for finding the solution suggestions and recommendations. Also for finding answer to this question the theoretical literature has been reflected to the results of the survey and other observations and examinations. So, all in all, the objectives of thesis have been achieved.

7.3 Reliability of the research

Because the mistakes are tried to be avoid in any kind of research activities, also in the individual research has to be evaluated for its reliability (Tuomi & Sarajärvi, 2009, 134). Evaluation of the reliability is crucial part of the research because there has been set specific norms and values that the research should apply to (Saaranen-Kauppinen & Puusniekka, 2006) The methodology literature talks about reliability usually with terms validity (what is promised, it is researched) and reliability (repeatability of the results). But these terms are meant mostly for the quantitative researches and that is why they have been

criticized among the qualitative researches. (Tuomi & Sarajärvi, 2009, 134-136). Some of the researchers are applying these terms also to the qualitative researches and some have made new contents for the terms to make them fit better to the qualitative researches (Saaranen-Kauppinen & Puusniekka, 2006). It has to be evaluated why the research is high-quality and why the research report is reliable (Tuomi & Sarajärvi, 2009, 141) but it is clear that qualitative research cannot be evaluated the same way than quantitative. (Saaranen-Kauppinen & Puusniekka, 2006.)

The research can be ethically approved and reliable and its results can be believable only if the research has been executed with the request of the good scientific practice. The Finnish Advisory Board on Research Integrity (TENK), appointed by the Ministry of Education and Culture has set advice what is the good scientific practice and how to follow it. The research has to follow the common working methods which are honesty, general diligence and accuracy in the research work, results, presentations and evaluations. The other researches and researchers must be treated properly and refer them properly. The research must follow the data collection-, research- and evaluation methods that are ethically sustainable and under the scientific research criteria. The research must be open and the information responsible when disseminating the results. The research is planned and executed and it is reported as required. The external members, required license, responsibilities and other essential issues are agreed before starting the research work. (The Finnish Advisory Board on Research Integrity, 2012, 4, 6-7.)

The reliability and believability of the research are weak if the execution of the work is bad, if the results and reporting are done carelessly or the information is inadequate. By the offences of the good scientific practice are meant the unethical and dishonest actions that hurt the research and in the worst case invalidate the results. The offences are categorized in two dimensions which are deception and disregarding. Deception has four sub-dimensions which are fabrication, misrepresentation, plagiarism and misappropriation. Disregarding means disrespecting of the other researches and researchers, careless referring and thus misleading reporting, inadequate reporting and saving the materials, self-plagiarism and otherwise misleading of the issues. (The Finnish Advisory Board on Research Integrity, 2012, 8-9.)

This thesis has followed the previously introduced good scientific practice by being careful and accurate with the referring and respect for the other researches and researchers. It has also followed the common rules that have been set to the thesis writing. The thesis can also be called valid, since the research questions and the objectives which were set, are being answered. The answers of the questionnaire survey were examined with careful approach so that the respondents' confidentiality stays as promised. The results were written namelessly and reported so that the answers would not reveal any specific respondent. In this sense I would say that the thesis is reliable.

But when examining the questionnaire survey it cannot ever be said with certainty that the answers from the respondents are true. This is because there will always exist the margin of errors that the respondents have understood the questions differently and thus answers from different point of view. There is also the issue that the results have been interpreted by the thesis author from her own perspective and common sense and understanding. But anyway I would say that since the respondents are committed to the development and when discovering the answers the sense is that the respondents have answered with honesty and by meaning what they say and with passion to the development. In this sense I could say that the results and the survey and the thesis are reliable.

7.4 Author's comments

Getting applied in to the networking and network management and especially from the aspect of the regional development has been very interesting and broadening. As the results of the thesis I think the HämePro –network has lots of opportunities to become a strong and powerful development network and make its operations and expertise aware and well-known regionally, nationally and also internationally. This kind of unofficial network could be a good example and benchmarking object for international networks too.

If there was something that I would have done differently, it would have been the deeper observation of the questions in the questionnaire survey form. The questionnaire was made with rather agile execution, because the target group was going to get two more questionnaires of other topics. This particular questionnaire survey, included in this thesis, wanted to be sent first, so the reply per cent would be better than it maybe would have been if it was sent after the two others. This caused the fact that I did not have so much time to apply to the theory before making the question form. But despite on this, I was satisfied to the answers and the reply per cent.

All in all this has been quite of a journey. Studying besides work is tough and challenging and requires organizing with the other part of the life. But it is not a mission impossible, as proved. It has been a great two and a half years – I have learned a lot of new things and also deepened my knowledge on different issues, and maybe what is most noticeable; I have got more weight on my interest in international issues. I have also met many awesome new people and I want to thank my team from the inspiring and supportive cooperation what we had. What comes to the thesis work itself, I am thankful for my current employer that I got to do this and also the support and advice that I got from my supervisor. It was a challenging task but very interesting. I have always been keen on working with people and I want to courage collaborative actions in the future too; I hope that this work will help the HämePro –network and also the other regional networks to develop their operations.

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HAASTATTELULOMAKE SUOMEKSI

HämePro -haastattelu / Matti Lipsanen 9.1.2013

1. Taustamateriaali päättyy vuoteen 2009. Mitä sen jälkeen on tapahtunut?
2. Missä kaikessa HämePro on vaikuttanut / ollut mukana?
3. Mikä on HämePro:n tilanne nyt?
4. Onko Hämeen liitto vielä vetovastuussa HämeProsta?
5. Kuka johtaa ryhmää/verkostoa?
6. Miten ryhmä/verkosto pitää yhteyttä?
7. Vieläkö Tahtosopimus 2008 ja HämePro strategia ovat voimassa?
8. Pitäisikö sopimusta ja strategiaa muokata/päivittää? (Strategiassa lukee, että se on jatkuvasti uudistuva - pitääkö tämä edelleen paikkansa? Onko vuoden 2009 jälkeen strategiaa muokattu?)
9. Onko ryhmässä/verkostossa keskusteltu tulevaisuudesta?
10. Mitä seuraavaksi tapahtuu HämeProssa?
11. Miten ryhmää/verkostoa sinun mielestäsi voisi/pitäisi uudistaa/kehittää?

QUESTION FORM FOR THE INTERVIEW IN ENGLISH

HämePro -interview / Matti Lipsanen 9.1.2013

1. The background material ends at 2009. What has happened after that?
2. In what kind of actions HämePro has had influence / has been with?
3. What is the situation of HämePro right now?
4. Is the Regional Council of Häme still in charge of the HämePro?
5. Who is managing the group/network?
6. How the group/network keeps contact?
7. Is the will contract 2008 and the HämePro strategy still valid?
8. Should the contract and strategy be updated/edit? (The strategy says that it is continuously regenerating - is this still valid? Has the strategy changed after 2009?)
9. Has the group/network discussed about the future?
10. What happens next in the HämePro?
11. How do you think that the group/network should/could renew/develop?

QUESTIONNAIRE SURVEY FORM

Page 1

(Sivu 1 / 4)

HämePro -verkoston kehittäminen

HUOM! Vastaukset käsitellään nimettöminä ja niin, että vastaajan henkilöllisyys tai organisaatio ei käy niistä ilmi.

1. Taustakysymykset *

Vastaajan nimi

Yritys / Organisaatio

Vastaajan titteli/asema

Vastaajan sähköposti

2. Kuinka tärkeäksi koet HämePro -verkoston? *

- ☐ Erittäin tärkeä ☐ Tärkeä ☐ Melko tärkeä ☐ Vähän tärkeä ☐ Ei lainkaan tärkeä

3. Kuinka sitoutunut olet HämePro-verkostoon? *

- ☐ Erittäin sitoutunut ☐ Sitoutunut ☐ Melko sitoutunut ☐ Vähän sitoutunut ☐ Ei lainkaan sitoutunut

Seuraava -->



QUESTIONNAIRE SURVEY FORM

Page 2

(Sivu 2 / 4)

HämePro -verkoston kehittäminen



4. Mitä HämePro -verkkoon kuuluminen merkitsee organisaatiollesi? *

- ☐ Avoimuutta
- ☐ Kumppanuussuhteita
- ☐ Lisäresursssia
- ☐ Luottamusta
- ☐ Osaamisen jakamista
- ☐ Osallistumista
- ☐ Päällekkäisyyksien poistoa
- ☐ Sitoutumista
- ☐ Tiedon jakamista
- ☐ Uusia kontakteja
- ☐ Yhteistyötä
- ☐ Yhteistä tavoitetta
- ☐ Jotain muuta, mitä?

5. Mitä hyötyä HämePro -verkostosta on maakunnan kehittämiselle ja maakunnassa tehtävälle yhteistyölle? *

6. Mitä hyötyä HämePro -verkostosta on omalle organisaatiollesi? *

<-- EdellinenSeuraava -->



QUESTIONNAIRE SURVEY FORM

Page 3

(Sivu 3 / 4)

HämePro -verkoston kehittäminen

7. Pitäisikö HämePro -verkoston olla aktiivisempi? *

- ☐ Kyllä.
☐ Ei.

8. Jos vastasit edelliseen 'Kyllä', kerro, millä tavoin HämePron pitäisi olla aktiivisempi. Jos vastasit 'Ei', kerro miksi ei. *



9. Mikä tulisi olla seuraava iso toimenpide HämePro -verkostossa? *



<-- Edellinen

Seuraava -->



QUESTIONNAIRE SURVEY FORM

Page 4

(Sivu 4 / 4)

HämePro -verkoston kehittäminen

10. Mitä mieltä olet HämePro -verkoston toimintatavasta? *

11. Mitä toivoisit HämePro -verkostolta? *

12. Miten kehittäisit HämePro -verkostoa? *

<-- Edellinen

Lähetä

